

# Eagle County Colorado



## 2019 Adopted Budget





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# Budget Message



**Administration**  
Jeff Shroll, County Manager  
970-328-8605  
jeff.shroll@eaglecounty.us  
[www.eaglecounty.us](http://www.eaglecounty.us)

Eagle County Board of Commissioners  
500 Broadway  
Eagle, CO 81631

Honorable Chair and members of the Board:

We are pleased to provide you the fiscal year 2019 budget for Eagle County Government. Staff has developed this budget with a focus on allocating resources to programs that further the organization's strategic plan along with funding current levels of service, all of which support our mission of "[Creating a Better Eagle County for All](#)". We are proud of the diligence and care all offices and departments took in reviewing their individual budgets. The organization is committed to providing the best possible programs and services to our constituents in a fiscally responsible manner.

The budget is a financial plan that allocates resources to reflect our strategic plan as well as policy directives of the elected officials of Eagle County, within the constraints of available resources. While many funds have an excess of revenue over expenditures, some require the use of excess fund balance for a variety of reasons discussed below. We are presenting you with a balanced budget for your approval and appropriation. The budget was prepared using the modified accrual budget basis, and includes all county funds, blended component units and discretely presented component units, including those approved by the Eagle County Housing and Development Authority and the Eagle County Air Terminal Corporation. The county's comprehensive annual financial report is prepared on a Generally Accepted Accounting Principles (GAAP) basis, so each year we make a reconciliation for funds that are reported on the full accrual basis.

2018 has been a good year for Eagle County Government. Property and sales taxes are up, building permit fees continue to increase, and we have been successful in the acquisition of a number of grants from our partners on the federal, state, and local levels. As we began to plan for 2019, we feel fortunate to have healthy fund balances and strategic goals that have broad support throughout the organization. While we do not expect significant increases in our revenue streams in 2019, neither are we budgeting for major declines.

The 2019 Eagle County budget includes revenues of \$125 million dollars and budgeted expenditures of \$146 million. The difference between budgeted revenues and expenditures is \$21 million, which will come from the use of the county's reserve funds. The \$21 million use of fund balance comes almost exclusively from the Eagle County Air Terminal fund and is being used for a large capital project at the airport terminal. Without capital outlay and lease expenditures of \$30 million, ongoing expenditures would be \$116 million.

When times are good, businesses, including Eagle County Government, invest in their communities. The 2019 budget reflects investments in both essential county services and our strategic plan goals and areas of focus which are listed below:

Strategic Goals 2015-2020

- Eagle County is Financially Sound
- Eagle County is a Great Place to Live
- Eagle County Protects the Natural Environment
- Eagle County Promotes a Diverse and Resilient Economy
- Eagle County is a High-Performing Organization

Areas of Focus

- Affordable Health Care
- Early Childhood Development
- Affordable Quality Workforce Housing
- Transportation
- Mental Health and Detox Facility
- Climate Action Plan
- Internal Communication

This 2019 budget includes expenditures that will cover the continuation of all core county functions while also allowing for some key strategic investments. It includes a mix of an additional eighteen full time, part time and seasonal positions ranging from bus drivers to an additional building inspector, ensuring our ability to provide essential services.

Through careful planning and saving, we have healthy fund balances that give us the opportunity to invest in one time projects that will have long lasting, positive impacts in our community. Some of these include:

- Construction of the Edwards roundabout project at Highway 6.
- Investments into local solar projects, which will make 100 percent of the electricity for Eagle County Government operations come from local renewable energy sources.
- Funding for implementation of the Early Childhood Roadmap, with a focus on increasing the availability of affordable quality child care and strengthening working families.
- Continuation of the airport terminal expansion project.

In addition, we will continue our work to improve the availability of mental health resources in the county. Marijuana tax collections are budgeted at \$500,000, and will be allocated toward priorities identified by our Mental Health Advisory Committee and the Total Health Alliance.

Even with these investments, we will hold strong reserves that will help us weather the unforeseen, including unanticipated drops in revenues, or emergencies such as the Lake Christine Fire. We look forward to working with you for a successful 2019.

We want to thank the board of county commissioners, the elected officials and all county departments for their diligence in controlling expenditures and their efforts in developing their budgets to support our strategic plan and areas of focus. We particularly thank Robbie Arndt, Budget Manager, for her hard work and dedication to this budget process.

Sincerely,



Jeff Shroll  
County Manager and  
Chief Budget Officer



Jill Klosterman  
Finance Director

# EAGLE COUNTY STRATEGIC PLAN

## Mission

Creating a better Eagle County for all

## Vision

Eagle County is made up of thriving communities for families and is home to a vibrant workforce, with personal health and wellness achievable for all. Our natural beauty is preserved through purposeful environmental stewardship. We are an international year-round resort destination with a diverse, resilient economy.

## Values



# Goals and Objectives 2015 - 2020

## Eagle County is Financially Sound



- Define service levels based on available resources and community demands.
- Plan for facilities, infrastructure, staffing and maintenance within projected revenues.
- Deliver county services in the most cost effective and efficient manner possible.
- Enhance productivity and customer service through appropriate technology systems.
- Leverage county resources through grants, outside funding sources and partnerships.

## Eagle County is a Great Place to Live for All



- \*Increase access to affordable health care and preventative services.
- \*Expand early childhood development opportunities.
- \*Encourage more affordable housing choices, including types and price levels.
- Become a more inclusive county welcoming to all.
- Expand services and opportunities to meet the needs of vulnerable populations.
- \*Expand trail connectivity.
- Complete major traffic improvement projects.
- Actively pursue code and zoning violations that affect health, safety, wildlife, and/or the environment.
- Create communities with a sense of place.
- \*Connect communities through a variety of transportation systems.
- \*Increase availability of mental health and detox services.

## Eagle County Protects the Natural Environment



- Protect surface and ground water quality and quantity.
- Protect the forest.
- Concentrate development in populated areas guided by smart growth principles.
- Preserve community buffers and open spaces.
- \*Reduce greenhouse gas emissions in county government and our communities.
- Achieve a community waste diversion goal of 30% by 2030.

## Eagle County Promotes a Diverse and Resilient Economy



- Increase the number jobs with livable wages.
- Promote business expansion, retention and attraction.
- Expand commercial air service.
- Encourage competition and cost reductions in health care.
- Encourage opportunities for businesses identified in the county economic development plan.
- Support innovators and entrepreneurs.
- Advocate to decrease congestion on I-70.
- Evaluate county policies and practices to support business development.

## Eagle County is a High-Performing Organization



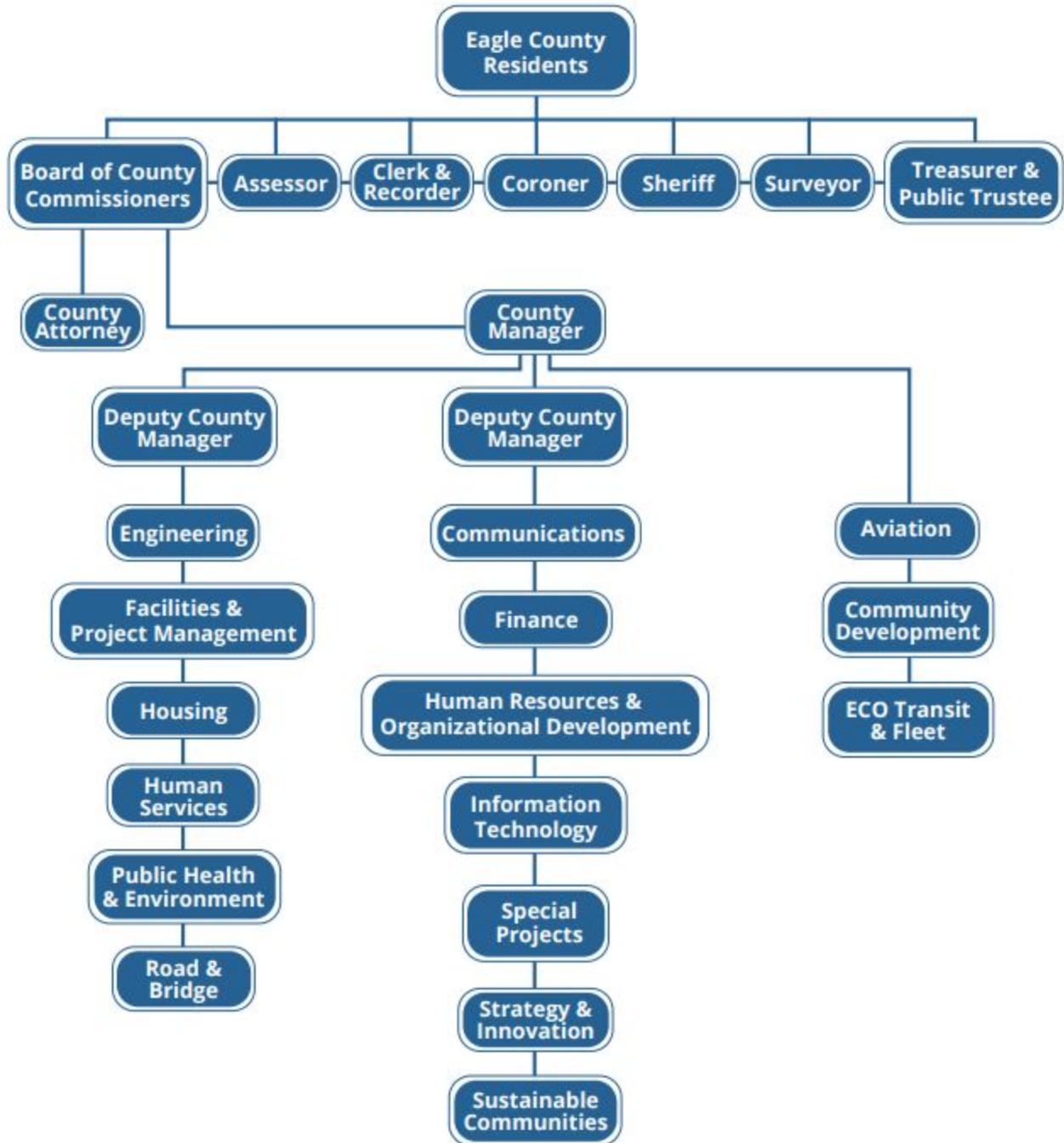
- Recruit, retain, and develop a top quality county workforce that reflects community demographics.
- Require all supervisors, managers and directors have management skills to set targets, meet goals, manage staff, and measure performance.
- Provide outstanding customer service.
- Maintain competitive compensation based upon market and performance.
- Achieve strategic goals.
- Align the county organization with the mission and vision.
- Practice the core values.
- Require a high level of expertise among supervisors, managers and directors.
- Establish a culture of continuous improvement.
- \*Promote consistent and transparent internal communication.

\*Indicates an Area of Focus. Areas of Focus are cross-departmental priorities incorporated into work plans throughout the organization.

# Organizational Chart



## Eagle County Organizational Chart



# Budget in Brief

The following table shows an overview of all funds and departments that make up the 2019 Eagle County budget.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$20,757,912	508.3		\$378.99	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ 24,150,443	\$ 24,562,233	\$ 26,260,756	\$ 26,513,528
Property Taxes	\$ 24,836,266	\$ 24,974,491	\$ 26,088,329	\$ 26,242,358
Charges for Services	\$ 19,235,426	\$ 20,188,287	\$ 20,291,910	\$ 20,128,302
Internal Service Fund Charges	\$ 15,912,260	\$ 16,802,499	\$ 16,379,298	\$ 14,386,121
Rents & Royalties	\$ 13,402,684	\$ 12,973,583	\$ 11,595,300	\$ 11,747,725
State & Local Grants	\$ 4,870,336	\$ 8,815,616	\$ 7,381,114	\$ 6,429,014
Federal Grants	\$ 14,969,989	\$ 11,598,759	\$ 11,890,941	\$ 4,911,291
Intergovernmental Revenue	\$ 4,441,940	\$ 4,270,811	\$ 4,705,367	\$ 4,662,384
Interfund Transfers In	\$ 5,882,013	\$ 13,495,880	\$ 5,915,779	\$ 2,800,000
Licenses, Permits, Sales & Fines	\$ 2,379,974	\$ 2,418,108	\$ 2,398,894	\$ 2,449,779
Payments In Lieu Of Taxes	\$ 2,205,697	\$ 2,255,416	\$ 2,250,000	\$ 2,350,000
Investment Earnings	\$ 856,307	\$ 1,067,784	\$ 1,490,900	\$ 1,568,146
Insurance Premiums & Proceeds	\$ 308,413	\$ 419,450	\$ 447,559	\$ 467,487
Miscellaneous	\$ 817,308	\$ 1,026,993	\$ 412,296	\$ 351,655
<b>Total Revenues</b>	<b>\$ 134,269,056</b>	<b>\$ 144,869,909</b>	<b>\$ 137,508,443</b>	<b>\$ 125,007,790</b>
% Inc/Dec	-8.15%	7.90%	-5.08%	-9.09%
<i>Expenditures</i>				
FTEs	473.5	472.9	490.2	508.3
Salaries & Benefits	\$ 54,759,958	\$ 53,280,740	\$ 58,282,856	\$ 58,717,198
Capital Outlay & Leases	\$ 21,065,702	\$ 34,263,073	\$ 29,146,390	\$ 30,487,423
Purchased Services	\$ 16,327,301	\$ 18,374,872	\$ 23,910,506	\$ 22,063,395
Supplies	\$ 4,865,954	\$ 5,101,871	\$ 7,315,170	\$ 6,761,631
Intergovernmental Expenditures	\$ 4,237,554	\$ 4,133,899	\$ 5,727,211	\$ 6,383,535
Grants & Contributions Issued	\$ 5,456,212	\$ 2,872,515	\$ 4,633,150	\$ 5,960,510
Interdepartmental Services	\$ 4,662,412	\$ 5,460,056	\$ 6,131,640	\$ 5,884,610
Interest Expense	\$ 2,038,887	\$ 2,115,535	\$ 3,237,701	\$ 3,305,658
Transfers Out	\$ 5,882,013	\$ 13,495,880	\$ 5,915,779	\$ 2,800,000
Principal Payments	\$ 1,990,000	\$ 2,015,000	\$ 2,065,000	\$ 2,759,794
Training Benefits	\$ 452,250	\$ 489,323	\$ 704,998	\$ 641,948
Depreciation & Amortization	\$ 2,381,168	\$ 1,536,625	\$ 3,598,933	\$ -
<b>Total Expenditures</b>	<b>\$ 124,119,409</b>	<b>\$ 143,139,388</b>	<b>\$ 150,669,334</b>	<b>\$ 145,765,702</b>
% Inc/Dec	-13.35%	15.32%	5.26%	-3.25%
<b>Revenues less Expenditures</b>	<b>\$ 10,149,647</b>	<b>\$ 1,730,521</b>	<b>\$ (13,160,891)</b>	<b>\$ (20,757,912)</b>
% Inc/Dec	245.58%	-82.95%	-860.52%	57.72%
Beginning Fund Balance	\$ 72,155,682	\$ 75,645,749	\$ 70,759,746	\$ 59,913,581
Beginning Net Position	\$ 63,720,118	\$ 68,611,970	\$ 74,747,661	\$ 72,432,935
Beginning Fund Balance + Net Position	\$ 135,875,800	\$ 144,257,719	\$ 145,507,407	\$ 132,346,516
Ending Fund Balance	\$ 75,645,749	\$ 70,759,746	\$ 59,913,581	\$ 60,001,688
Ending Net Position	\$ 68,611,970	\$ 74,747,661	\$ 72,432,935	\$ 51,586,916
Ending Fund Balance + Net Position	\$ 144,257,719	\$ 145,507,407	\$ 132,346,516	\$ 111,588,604

## Revenues and Expenditures in Brief

- Revenues for 2019 are budgeted to be 9%, or \$11.5 million lower as compared to 2018. The primary reasons for this decline are: 1) lower federal grants than in previous years. The airport fund received a large grant for a capital project in 2018 that is not budgeted to reoccur in 2019. 2) lower internal service fund charges. The health insurance fund has a higher than targeted fund balance. To reduce that fund balance, we are reducing the fees this fund charges to other funds. And 3) lower transfers in. We are projecting fewer transfers between funds in 2019 than occurred in 2018.
- Expenditures decreased by 3% from the 2018 budget. Notable decreases include: 1) less fuel purchased as we build a more efficient fleet, 2) lower transfers between funds, and 3) we changed the budget basis so that all funds are using the same budget basis - modified accrual. The impact is that we are not budgeting depreciation or closure and post closure costs and we are budgeting capital outlays and principal payments. We believe that our budget is more transparent to the users by having all funds on the same budget method.
- Detailed information on revenues and expenditures can be found in the [Revenues and Expenditures](#) section of this report.

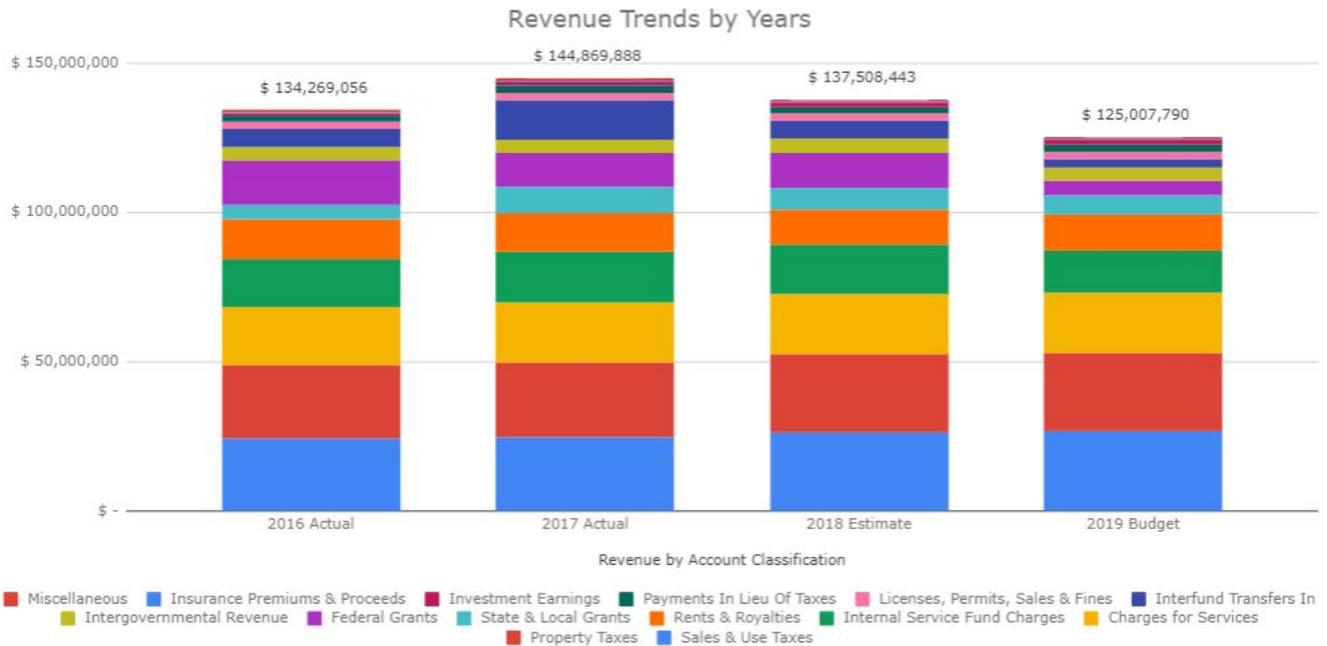
## Fund Balances in Brief

- We are budgeting to use \$21 million in fund balance/net position in 2019.
- In general, the use of fund balance in this budget represents the investment in one time capital projects. We are undergoing a large airport terminal renovation project that we have budgeted at \$21 million in 2019. Additionally, we are funding \$3.5 million towards the I-70 Edwards Interchange Phase 2 project. Both of these large projects will have a positive impact on our residents and visitors for many years.
- Detailed information on changes in each fund's fund balance can be found in the [Fund Balances and Net Position](#) section of this report.

# Revenues and Expenditures

The following charts show the major revenue sources and expenditures trend for all county funds. Actual results are shown for years 2016 and 2017. 2018 amounts are estimates and 2019 are budgeted amounts.

## Revenue Trends by Years



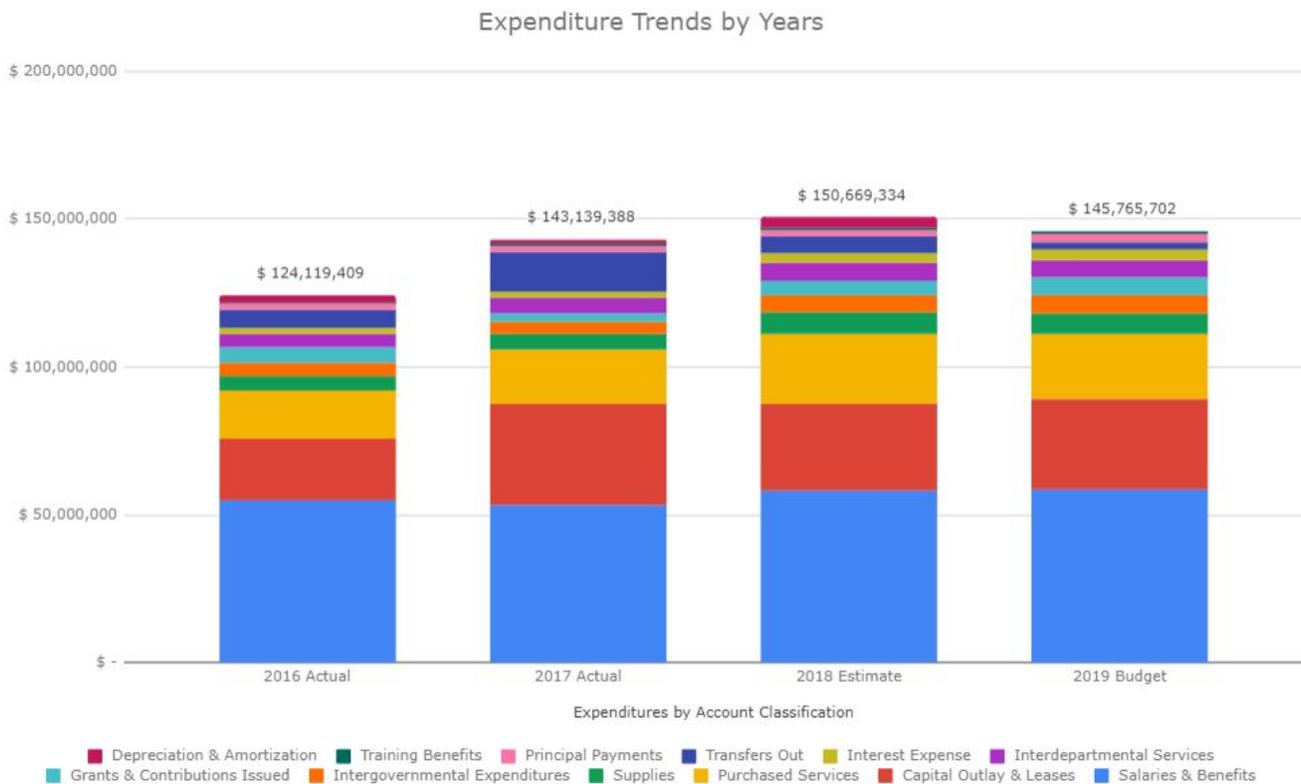
Eagle County receives approximately 21% of its revenues from property taxes and 21% from sales tax and motor vehicle (specific ownership) tax collections. Its next largest revenue source is charges for services at 16% of total revenues followed by internal service fund charges at 11.5%. These revenue sources have remained consistently the largest sources of revenue at between 60% and 70% of total revenues for the past four years. Individual revenues and trends are further defined below.

- Overall revenues are budgeted to be \$125 million in 2019, a 9% decrease compared to 2018.
- Property tax revenues for 2019 are based upon the 2017 reassessment year, and will therefore remain stable in 2019 compared to 2018. There are over \$400 million (actual value) of outstanding appeals of the 2017 reassessment of values. We have made an allowance for a potential decrease in revenues should the final valuation come in lower than the current assessed values on these properties. When these outstanding assessments are resolved, we will make adjustments to the 2019 property tax revenue as necessary.
- Sales tax revenues continue to be strong and are expected to increase by 1% in 2019 compared to 2018 estimate. The increase in sales tax revenue was steep after the recession and the average increase from 2013-2015 was 8%. From 2016-2018 we have seen growth, but at much lower rates. Sales tax responds quickly to economic ups and downs, and staff will watch for changes in the local, state, and national economy that would indicate an adjustment in this revenue source is necessary. The current fund balances carry adequate reserves should this revenue source change quickly.
- Charges for services are fees charged for services that are offered by Eagle County. These fees include statutory treasurer's fees, clerk and recorder fees, building plan review fees, ECO Transit fare sales, airport fees, 800 MHz radio fees, and landfill disposal fees. Budgets for these revenue items

are developed by the departments that charge the fees, and are based on estimates of what is expected to be collected for each specific fee.

- Internal service fund charges are fees that are charged to other county departments by the motor pool and health insurance funds. Motor pool fees are charged to departments based upon actual usage of vehicles and costs to maintain and operate the vehicles. Health insurance fees are charged to departments with employees that utilize the county's health insurance plan.
- Rents and royalties are fees charged to tenants. The majority of these rents are charged by the housing corporations for apartment leases and by the airport to airlines and car rental agencies for space at the airport.
- Grant revenue is split between federal grants and state and local grants. We tend to see a greater disparity in large federal grants as they are highly dependent on large projects. We expect a 58% decrease in federal grants in 2019 due to the airport apron project that was awarded in 2018.

## Expenditure Trends by Years



As one might guess for a service oriented organization like a county government, Eagle County's largest expenditure is consistently its people - the salaries and benefits paid to staff average at just under 40% of all expenditures. Salaries are followed by capital outlay and leases at 19% in 2019 and purchased services at 15%. The county's expenditures are further described below.

- Overall expenditures are budgeted to be \$146 million, a 3% decrease from the 2018 estimate.
- Salaries and benefits for 2019 are expected to be \$58.7 million for 2019, less than 1% greater than the 2018 estimate. The salaries budget includes a 4% merit increase for full time and part time staff that started employment on or before October 1, 2018. While the organization's full time equivalent

(FTE) count will increase by eighteen in 2019, the overall expenditure remains relatively flat due to the use of the health insurance fund balance.

- Capital outlay and leases includes all capital projects throughout the county, many of which will be reported as assets on the county's books. The largest capital outlay budgeted in 2019 is the airport terminal project. All capital projects will be described in the [Capital Expenditures](#) section of this report.
- Purchased services, which encompasses all services utilized by Eagle County departments, such as utilities and maintenance of buildings; and supplies, which include supplies purchased for county business including fuel, are both budgeted to decrease by approximately 8%. These decreases do not reflect program cuts, rather the request from the budget office to departments to look at how they have actually spent money over the past couple of years and to budget accordingly.

# Capital Expenditures

An asset is classified as a capital asset if it is used in operations, the cost is greater than \$10,000, and it has a useful life of three years or longer. Total budgeted capital expenditures, including capital and operating leases, for Eagle County in 2019 are \$30.5 million and are distributed across several funds and departments as shown below.

Fund/Department	2019 Amount	Brief Description	Ongoing Costs/Impacts
Eagle County Air Terminal	\$ 22,095,294	Air terminal renovation	Estimated 20% increase in certain operating expenses over 2018 actual. Pro rata was budgeted in 2019, and 2020, the first full year of operations, will have a larger increase.
Motor Pool	\$ 2,683,699	Light and heavy vehicle replacement	Nominal costs, however vehicles are typically replaced with more fuel efficient vehicles with safety improvements.
Capital Improvements Fund	\$ 1,566,547	Building remodel and solar	Nominal ongoing costs, however climate improvements and cost savings from renewable energy source.
ECO Transit	\$ 1,535,506	3 large buses	Nominal, as vehicles are replacing existing vehicles.
Road & Bridge	\$ 1,192,615	Overlay and chip seal	N/A
Lake Creek Village Apartments	\$ 339,500	Various improvement to buildings	N/A
Airport	\$ 270,000	Exhaust system and airfield lighting	Nominal costs, however improvements to lighting on airfield increase safety.
Open Space	\$ 250,000	Property acquisition	Nominal, typically land only.
911 Authority	\$ 191,526	New phone system	Nominal, will replace existing system.
ECO Trails	\$ 94,944	Avon to Eagle-Vail project planning	Nominal until construction.
General Fund/Sheriff	\$ 83,754	E-Ticketing upgrade	Nominal, replacing current system.
800 MHz	\$ 80,000	Radio tower equipment	Nominal, will replace existing system.
Golden Eagle Apartments	\$ 55,699	Addition of porches and back doors	Nominal, upkeep only.
General Fund/Facilities	\$ 29,239	Building improvements	Nominal, upkeep only.
General Fund/IT	\$ 19,100	Elections laptops	Will add additional computers to replacement schedule.
	\$ 30,487,423		

Many of the above expenditures are significant, but recurring capital expenditures based on a standard replacement schedule, most notably the motor pool vehicle replacements and ECO bus purchases. We plan for these replacements and, in the case of motor pool, charge users a monthly replacement fee which accumulates and is utilized to purchase replacement vehicles. For ECO Transit, buses are scheduled for replacement years in advance and we seek grant opportunities for funding the vehicle purchases.

Of the above expenditures, the most notable significant non recurring capital expenditure is the airport terminal renovation. As discussed in the [Current Debt Obligations](#) section, revenue bonds were issued by the Eagle County Air Terminal Corporation to fund the terminal renovation project. The terminal renovation project is adding approximately 50,000 square feet to the terminal, a 63% increase. This project is adding expanded hold rooms, a reconfigured TSA security checkpoint area, enhanced concessions, and passenger jet loading bridges to four of the six new gates. The project is expected to be completed by the end of 2019, but is expected to have an effect on operating expenditures prior to completion. We are projecting an increase to various expenditure lines beginning in July 2019, including gas, electric, and janitorial. Overall, terminal administrative and operating expenditures are projected to increase 18% from 2018 to 2019 and another 20% from 2019 to 2020. Non financial impacts will be increased passenger comfort while waiting to board flights and increased passenger safety from the use of the jet bridges. We have increased seasonal staff to help with wayfinding and safety during the construction project but do not anticipate additional staffing needs for the long term due to the renovated terminal.

These capital expenditures are shown in this budget book in the appropriate county fund or department in the capital outlay and leases classification. Many of these expenditures are listed in the [road and bridge](#), [motor pool](#), and [ECO Transit](#) sections of this document. Those funded from the [capital improvements fund](#) are more fully described in that section of this budget document.

# Current Debt Obligations

Per C.R.S. 30-35-201, a county's general obligation debt may not exceed 3% of the valuation for assessment. Eagle County has no general obligation bonded debt, therefore it is within its legal debt limits. Eagle County does not plan, nor has it budgeted, to issue any general obligation debt in 2019.

	Total Outstanding	2019 Principal	2019 Interest	Primary Purpose
Governmental Activities				
2015 Justice Center COP's	\$13,145,000	\$940,000	\$638,100	To fund the 2008-2010 construction of the Eagle County Justice Center.
Business-type Activities				
Eagle County Air Terminal Corporation Revenue Bonds	\$33,670,000	\$800,000	\$1,666,125	To fund the airport terminal renovation project.
Lake Creek Village Debt	\$27,938,905	\$1,008,395	\$971,365	To fund the acquisition and renovation of Lake Creek Village Apartments.
Golden Eagle Elderly Housing Corporation Debt	\$1,319,058	\$11,399	\$65,068*	To fund the acquisition and renovation of Golden Eagle Apartments

\* The corporation receives interest subsidies from Rural Housing Service (RHS) for both notes, so actual interest paid to RHS for these loans is budgeted to be \$30,068.

In December 2015, the county, through Eagle Lease Financing Corporation and Eagle County Justice Center Financing Corporation, issued \$19,215,000 in refunding certificates of participation to 1) advance refund all outstanding series 2005 refunding certificates of participation, and 2) to redeem on December 1, 2018 all series 2008 certificates of participation maturing on or after December 1, 2019 and pay principal and interest on the outstanding series 2008 certificates of participation until that redemption date. The series 2015 refunding certificates of participation bear interest at 2% to 5% per annum, and mature in annual increments December 1, 2016 through 2029.

In June 2011, Eagle County Air Terminal Corporation (ECAT) issued Airport Terminal Project Revenue Refunding Bonds in the total principal amount of \$10,070,000. These bonds bear interest from 2.05% to 6% and mature through May 1, 2027. In September 2017, Eagle County Air Terminal Corporation issued Airport Terminal Project Revenue Refunding Bonds in the principal amount of \$29,980,000. The bonds bear interest from 2% to 5% and mature through May 1, 2041. Proceeds from these issues were used to refund all outstanding bonds issued in 2006 as well as fund the airport terminal renovation project.

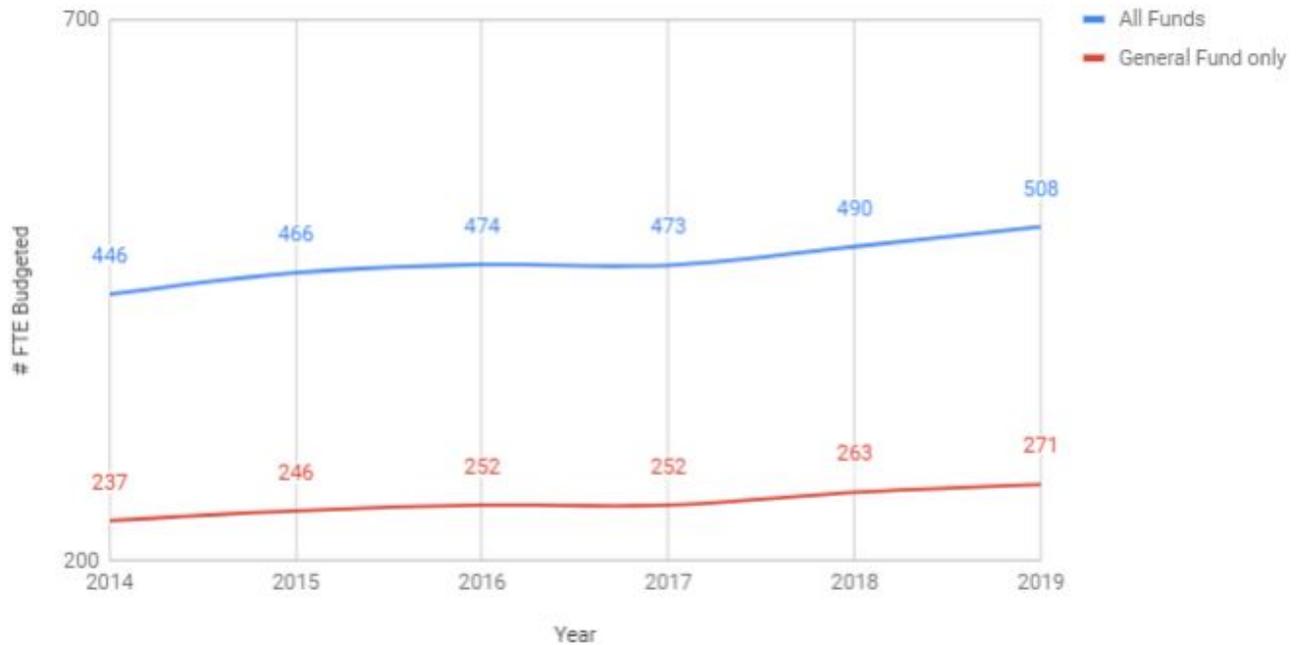
In December 2012 and in connection with the acquisition of the Lake Creek Village Apartments, Lake Creek Village entered into a mortgage note agreement with Wells Fargo Bank in the principal amount of \$29,360,000. This mortgage is insured by the U.S. Department of Housing and Urban Development (HUD)

under section 223(f). This note bears interest of 2.5% and matures on January 1, 2048. In August 2017, and in connection with the renovation of the apartments, Lake Creek Village entered into an additional mortgage note agreement with Wells Fargo in the principal amount of \$7,622,000. This mortgage is insured by HUD under section 241(a). Interest accrues at 4.18% and the note matures on January 1, 2048.

When Golden Eagle Elderly Housing Corporation acquired the Golden Eagle Apartments in March 2003, it assumed \$1,063,478 of promissory notes payable to Rural Housing Service (RHS), a division of the U.S. Department of Agriculture. The note bears interest at 6% and matures on March 14, 2033. In December 2006, the corporation executed another promissory note for \$362,870 with Rural Housing Service the proceeds of which were used to fund capital improvements at the property. The 2006 note bears interest at 5.875% and matures on January 1, 2037. RHS offers an interest subsidy to the corporation for both notes.

# Personnel Summary

Positions are approved by the board of county commissioners and are monitored and controlled by the human resources and finance department staff. Eagle County's total approved and budgeted full time equivalent (FTE) count is 508, which is an increase of eighteen positions from 2018. The following table shows the six year trend in budgeted personnel as counted by FTE positions.



The majority of new positions are added during the budget process. The personnel committee reviews all requests and makes recommendations for adding positions to the Board of County Commissioners, which approves all positions. The following positions were added in 2019 through the budget approval process:

Fund/Department	Position Title	FTE	Salary Range
General Fund/Clerk and Recorder	Election Technician II	0.50	\$22.42-\$33.63/hour
ECO Transit	Bus Drivers	6.00	\$17.49-\$26.23/hour
ECO Transit	MIRA Bus Driver	1.00	\$17.49-\$26.23/hour
Open Space	Education and Outreach Specialist	1.00	\$47,486-\$70,429
Open Space	Seasonal Resource Technician	0.50	\$17.49-\$26.23/hour
General Fund/Human Resources	Talent Manager	1.00	\$75,088-\$112,653
General Fund/Attorney	Assistant County Attorney	1.00	\$82,826-\$124,224
General Fund/Assessor	Appraiser III	1.00	\$23.39-\$35.08/hour

General Fund/IT	Desktop Support Tech II	1.00	\$23.39-\$35.08/hour
General Fund/Environmental Health	Environmental Policy Planner	1.00	\$55,016-\$82,534
General Fund/Building Inspection	Building Inspector	1.00	\$23.39-\$35.08/hour
Road and Bridge	Seasonal Laborer	1.00	\$16.61-\$24.93/hour
Airport	Seasonal Curbside and Terminal Services	1.50	\$17.49-\$26.23/hour
Public Health	Healthy Aging Kitchen Assistant	0.25	\$17.49-\$26.23/hour
General Fund/Human Services	Assistant Veteran Service Officer	0.25	\$17.49-\$26.23/hour
General Fund/Treasurer	Admin Tech III	0.10	\$18.72-\$28.07/hour
	Total	18.10	

You can see from the above list that the positions ranged from part time seasonal to highly compensated full time positions, and were a mix of position types to support both essential county services as well as the county's strategic plan and areas of focus.

# Funds and Department Structure

Eagle County Government operates 30 funds of different types, including its component units. Its funds are divided into seven fund types: general fund, special revenue funds, capital improvements fund, enterprise fund, internal service funds, blended component units, and discretely presented component units. In addition to these funds, the county has several custodial funds which account for monies held on behalf of other entities that use the county as a depository; for property taxes collected on behalf of other governments or agencies and for monies held by the Sheriff's office for inmates. Custodial funds are excluded from reporting in the county's financial statements and budgets are not adopted for these funds.

The following table shows all funds of Eagle County Government which are presented in this budget:

<p><b>General Fund</b></p> <p><b>Capital Improvements Fund</b></p> <p><b>Enterprise Funds</b></p> <ul style="list-style-type: none"> <li>• Landfill Fund</li> </ul> <p><b>Internal Service Funds</b></p> <ul style="list-style-type: none"> <li>• Motor Pool Fund</li> <li>• Insurance Reserve Fund</li> <li>• Health Insurance Fund</li> </ul> <p><b>Blended Component Units</b></p> <ul style="list-style-type: none"> <li>• Eagle County Housing and Development Authority</li> <li>• The Valley Home Store</li> <li>• Lake Creek Village Apartments</li> <li>• Eagle County Air Terminal Corporation</li> </ul> <p><b>Discretely Presented Component Units</b></p> <ul style="list-style-type: none"> <li>• E911 Fund</li> <li>• Golden Eagle Elderly Housing Corporation</li> </ul>	<p><b>Special Revenue Funds</b></p> <ul style="list-style-type: none"> <li>• Road and Bridge Fund</li> <li>• Social Services Fund</li> <li>• Offsite Road Improvement Fund</li> <li>• ECO Transit Fund</li> <li>• ECO Trails Fund</li> <li>• Roaring Fork Valley Transportation Fund</li> <li>• Roaring Fork Valley Trails Fund</li> <li>• Transportation Capital Fund</li> <li>• Airport Fund</li> <li>• Conservation Trust Fund</li> <li>• 800 MHz Fund</li> <li>• Emergency Reserve (TABOR) Fund</li> <li>• Public Health Fund</li> <li>• Mental Health Fund</li> <li>• Housing Loan Fund</li> <li>• Housing Operations Fund</li> <li>• Open Space Fund</li> <li>• Open Space Preservation Fund</li> </ul>
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Eagle County, like many governments, has many individual funds, each of which are shown in this budget. However, the county defines its major funds both here below and in its comprehensive annual financial report by looking at both quantitative and qualitative materiality, including comparing relative size of funds as well as considering other qualitative factors. Funds that are considered to be major funds are described below:

**General Fund** - The general fund is the primary fund from which the ongoing expenditures of Eagle County Government are paid. Revenues to the general fund primarily come from the collection of property tax, sales tax, and grants along with charges for services provided by general fund departments. More than half the fund is spent on salaries and benefits for employees who work in general fund departments. All elected offices are funded from the general fund.

**Road and Bridge Fund** - This special revenue fund is authorized by C.R.S. 43-2-202 for the purposes of road and bridge construction, maintenance, and administration of all monies received by the county from the state or federal government for expenditure on roads and bridges, and any other monies that may become

available for such purpose. This fund's primary revenue sources are property tax, specific ownership tax, highway users tax funding, and payment in lieu of tax dollars from the federal government.

**ECO Transit Fund** - Pursuant to C.R.S. 29-2-103.5, counties are authorized to levy a county sales tax for the purpose of financing, constructing, operating and maintaining a mass transportation system within the county. In 1995, Eagle County voters approved a one-half of one percent sales tax to be dedicated to this special revenue fund, the ECO Transit fund. Ten percent of all revenue collected pursuant to this transportation tax are dedicated to trails within Eagle County (**ECO Trails fund**). Additionally, sales tax collected within the Basalt and El Jebel areas are used to fund the Roaring Fork Transportation Authority (**RFV Transportation and RFV Trails funds**). Other revenue for the ECO Transit fund consists of federal grants and fare sales.

**Airport Fund** - C.R.S. 41-4-102 authorized counties to establish special revenue funds through which to operate county owned airports. Revenue sources for this fund consist of rents and charges paid by airlines and other tenants at the airport along with federal and state grants.

**Open Space Fund** - Eagle County resolution 2003-097 established the open space fund. In 2002, Eagle County voters approved a 1.5 mill increase in property taxes to fund this special revenue fund for the purpose of acquiring, maintaining, or permanently preserving open space in Eagle County. Other revenue sources for this fund include federal and state grants.

**Landfill Fund** - This enterprise fund was authorized pursuant to C.R.S. 30-20-101 by Eagle County Resolution 86-46. The landfill fund revenue sources are user tipping fees and sales of materials.

**Eagle County Air Terminal Corporation (ECAT)** - Eagle County Resolution 96-40 authorized the formation of this fund and separate legal corporation for the purpose of constructing, owning, and operating a passenger terminal to serve the Eagle County Regional Airport. ECAT's revenues come from airline and vendor rents and charges for services.

**Eagle County Housing and Development Authority (ECHDA)** - Eagle County Resolution 2008-085 authorized the formation of the Eagle County Housing and Development Authority, a statutory housing authority and body corporate and politic, pursuant to C.R.S. 29-4-503. ECHDA was formed to increase the supply of housing that is affordable to those of low income who live or work in Eagle County. ECHDA's revenue comes from property management fees and surplus cash from its housing properties.

The following descriptions and tables show the actual and budgeted expenditures for each county fund. As the county's general fund operates a variety of programs and activities, it is further broken down by department.

## General Fund - Summary of All Departments

The following table shows a summary of all activity included within the county's general fund. Departments are separated on the following pages.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$2,500,000	270.62		\$45.64	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 15,444,892	\$ 15,530,152	\$ 16,221,970	\$ 16,318,388
Sales & Use Taxes	\$ 9,000,783	\$ 9,156,335	\$ 9,586,523	\$ 9,681,499
Licenses, Permits, Sales & Fines	\$ 2,024,015	\$ 2,040,899	\$ 2,115,394	\$ 2,098,779
Intergovernmental Revenue	\$ 1,389,110	\$ 1,429,178	\$ 1,807,233	\$ 1,765,170
Federal Grants	\$ 1,756,676	\$ 1,825,369	\$ 2,673,846	\$ 2,386,618
State & Local Grants	\$ 798,950	\$ 1,685,877	\$ 1,047,344	\$ 1,835,837
Payments In Lieu Of Taxes	\$ 1,755,697	\$ 1,805,416	\$ 1,800,000	\$ 1,900,000
Charges for Services	\$ 6,716,981	\$ 7,372,886	\$ 7,343,063	\$ 7,546,840
Investment Earnings	\$ 709,059	\$ 668,706	\$ 1,297,002	\$ 1,368,196
Rents & Royalties	\$ 89,762	\$ 99,539	\$ 106,000	\$ 108,000
Miscellaneous	\$ 365,219	\$ 208,971	\$ 72,918	\$ 115,532
Interfund Transfers In	\$ -	\$ 2,790,000	\$ 2,600,000	\$ 1,000,000
<b>Total Revenues</b>	<b>\$ 40,051,144</b>	<b>\$ 44,613,328</b>	<b>\$ 46,671,293</b>	<b>\$ 46,124,859</b>
% Inc/Dec	8.35%	11.39%	4.61%	-1.17%
<i>Expenditures</i>				
FTEs	251.58	251.56	263.32	270.62
Salaries & Benefits	\$ 25,675,938	\$ 26,196,310	\$ 27,549,244	\$ 27,813,406
Training Benefits	\$ 317,408	\$ 323,233	\$ 494,947	\$ 430,299
Purchased Services	\$ 3,579,125	\$ 4,008,065	\$ 5,968,882	\$ 5,195,873
Interdepartmental Services	\$ 1,595,787	\$ 1,680,081	\$ 1,931,243	\$ 1,921,671
Intergovernmental Expenditures	\$ 2,357,892	\$ 2,214,765	\$ 3,570,743	\$ 4,257,767
Supplies	\$ 1,166,165	\$ 1,138,126	\$ 1,495,808	\$ 1,782,038
Capital Outlay & Leases	\$ 228,781	\$ 2,573,354	\$ 275,906	\$ 132,093
Grants & Contributions Issued	\$ 1,772,499	\$ 1,452,644	\$ 2,015,543	\$ 5,291,712
Transfers Out	\$ 1,749,173	\$ 6,545,380	\$ 2,771,375	\$ 1,800,000
<b>Total Expenditures</b>	<b>\$ 38,442,768</b>	<b>\$ 46,131,958</b>	<b>\$ 46,073,691</b>	<b>\$ 48,624,859</b>
% Inc/Dec	2.20%	20.00%	-0.13%	5.54%
<b>Revenues less Expenditures</b>	<b>\$ 1,608,376</b>	<b>\$ (1,518,630)</b>	<b>\$ 597,602</b>	<b>\$ (2,500,000)</b>
% Inc/Dec	-347.19%	-194.42%	-139.35%	-518.34%
Beginning Fund Balance	\$ 26,440,663	\$ 28,049,039	\$ 26,530,409	\$ 27,128,011
Ending Fund Balance	\$ 28,049,039	\$ 26,530,409	\$ 27,128,011	\$ 24,628,011

## General Fund - Board of County Commissioners (Elected Office)

Eagle County is governed by a three member board of commissioners (BoCC). The commissioners are elected at large to four year staggered terms. This board is the county government's main policy making body and serves in an administrative, budgetary and at times a quasi-judicial capacity. The BoCC enacts policies such as the establishment of the property tax rate and the adoption of the budget as well as adopts resolutions or local laws that affect citizens living in unincorporated Eagle County.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$957,079	3.00		\$17.47	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Intergovernmental Revenue	\$ 51,710	\$ 49,041	\$ 48,000	\$ -
<b>Total Revenues</b>	<b>\$ 51,710</b>	<b>\$ 49,041</b>	<b>\$ 48,000</b>	<b>\$ -</b>
% Inc/Dec	-5%	-5%	-2%	-100%
<i>Expenditures</i>				
FTEs	4.00	4.00	3.00	3.00
Salaries & Benefits	\$ 443,722	\$ 484,758	\$ 402,265	\$ 400,450
Training Benefits	\$ 9,950	\$ 8,969	\$ 16,340	\$ 19,438
Purchased Services	\$ 328,884	\$ 390,093	\$ 322,589	\$ 418,991
Interdepartmental Services	\$ 477	\$ 472	\$ 1,000	\$ -
Supplies	\$ 7,522	\$ 4,050	\$ 11,990	\$ 10,700
Grants & Contributions Issued	\$ 201,500	\$ 100,000	\$ 100,000	\$ 107,500
<b>Total Expenditures</b>	<b>\$ 992,055</b>	<b>\$ 988,343</b>	<b>\$ 854,184</b>	<b>\$ 957,079</b>
% Inc/Dec	-58%	0%	-14%	12%
<b>Revenues less Expenditures</b>	<b>\$ (940,346)</b>	<b>\$ (939,302)</b>	<b>\$ (806,184)</b>	<b>\$ (957,079)</b>
% Inc/Dec	-59%	0%	-14%	19%

- Prior to 2019, cigarette tax was collected within the BoCC budget. Beginning in 2019, that tax will be recorded in the finance administration budget.
- Purchased services increased in 2019 for strategic priority funding.
- Grants and contributions issued includes the county's non-profit funding. The county makes a grant to United Way, who in turn leverages those dollars to make grants throughout the community.

## General Fund - Assessor (Elected Office)

The Assessor's Office is responsible for identifying, classifying and valuing all taxable real and personal property in Eagle County according to statutory provisions. The equitable assessment of property ensures a fair tax distribution relative to the value of similar properties.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$2,260,401	22.00		\$41.27	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges for Services	\$ 4,122	\$ 7,184	\$ 3,660	\$ 6,840
Licenses, Permits, Sales & Fines	\$ 20,231	\$ 19,465	\$ 18,000	\$ 18,000
<b>Total Revenues</b>	<b>\$ 24,354</b>	<b>\$ 26,648</b>	<b>\$ 21,660</b>	<b>\$ 24,840</b>
% Inc/Dec	-2%	9%	-19%	15%
<i>Expenditures</i>				
FTEs	22.00	22.00	21.00	22.00
Salaries & Benefits	\$ 2,000,118	\$ 2,014,583	\$ 1,946,058	\$ 2,058,211
Training Benefits	\$ 19,504	\$ 18,438	\$ 26,360	\$ 24,090
Purchased Services	\$ 126,649	\$ 141,550	\$ 152,072	\$ 186,874
Interdepartmental Services	\$ 10,004	\$ 9,346	\$ 11,829	\$ 3,916
Supplies	\$ 19,236	\$ 10,675	\$ 11,865	\$ 12,150
<b>Total Expenditures</b>	<b>\$ 2,175,510</b>	<b>\$ 2,194,591</b>	<b>\$ 2,148,184</b>	<b>\$ 2,285,241</b>
% Inc/Dec	9%	1%	-2%	6%
<b>Revenues less Expenditures</b>	<b>\$ (2,151,157)</b>	<b>\$ (2,167,943)</b>	<b>\$ (2,126,524)</b>	<b>\$ (2,260,401)</b>
% Inc/Dec	9%	1%	-2%	6%

- Salaries and benefits includes an increase of an Appraiser III position.
- 2019 is a reappraisal year, so we expect increased costs for Notice of Valuations.
- Purchased services includes the addition of software to assist the office in calculating comparable sales data information.

## General Fund - Clerk and Recorder (Elected Office)

The Clerk and Recorder's Office provides motor vehicle titling and registration, document recording, election coordination, voter registration, liquor license assistance, and the issuing of marriage licenses to the citizens of Eagle County.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$723,144	22.21		\$13.20	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
<i>Sales &amp; Use Taxes</i>				
Licenses, Permits, Sales & Fines	\$ 338,513	\$ 113,033	\$ 109,800	\$ 106,800
State & Local Grants	\$ 4,000	\$ -	\$ 43,500	\$ 43,500
Charges for Services	\$ 999,206	\$ 1,364,395	\$ 1,351,300	\$ 1,317,700
Miscellaneous	\$ 154,231	\$ 52,943	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 1,495,949</b>	<b>\$ 1,530,371</b>	<b>\$ 1,504,600</b>	<b>\$ 1,468,000</b>
% Inc/Dec	-32%	2%	-2%	-2%
<i>Expenditures</i>				
FTEs	20.00	20.50	21.00	22.21
Salaries & Benefits	\$ 1,815,641	\$ 1,876,373	\$ 1,943,157	\$ 1,935,747
Training Benefits	\$ 25	\$ 12,218	\$ 41,980	\$ 25,970
Purchased Services	\$ 187,722	\$ 144,208	\$ 321,878	\$ 185,520
Interdepartmental Services	\$ 7,323	\$ 3,572	\$ 6,274	\$ 5,882
Capital Outlay & Leases	\$ 4,656	\$ (388)	\$ -	\$ -
Supplies	\$ 38,020	\$ 37,567	\$ 67,938	\$ 38,025
<b>Total Expenditures</b>	<b>\$ 2,053,387</b>	<b>\$ 2,073,549</b>	<b>\$ 2,381,227</b>	<b>\$ 2,191,144</b>
% Inc/Dec	14%	1%	15%	-8%
<b>Revenues less Expenditures</b>	<b>\$ (557,438)</b>	<b>\$ (543,179)</b>	<b>\$ (876,627)</b>	<b>\$ (723,144)</b>
% Inc/Dec	-240%	-3%	61%	-18%

- Salaries and benefits includes a 0.5 FTE increase for an election technician position.
- Training benefits and purchased services decreased in 2019 due to completion of the DRIVES software conversion in 2018.
- Supplies decreased because there is only one election in 2019 and it will require fewer resources than the 2018 general election.

## General Fund - Coroner (Elected Office)

The duty of the elected Coroner is to conduct comprehensive investigations of all unattended deaths in the county. The Coroner complies with statutory reporting requirements by establishing manner of death, providing scene investigation and identification of the deceased, notification of next of kin and death certificate preparation.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$346,548	2.50		\$6.33	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	2.50	2.50	2.50	2.50
Salaries & Benefits	\$ 181,583	\$ 192,775	\$ 193,171	\$ 222,132
Training Benefits	\$ 3,943	\$ 1,999	\$ 4,500	\$ 4,200
Purchased Services	\$ 59,291	\$ 91,626	\$ 122,705	\$ 104,448
Interdepartmental Services	\$ -	\$ 3,107	\$ 10,821	\$ 10,418
Supplies	\$ 3,112	\$ 4,359	\$ 4,850	\$ 5,350
Capital Outlay & Leases	\$ -	\$ 62,484	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 247,929</b>	<b>\$ 356,350</b>	<b>\$ 336,047</b>	<b>\$ 346,548</b>
% Inc/Dec	0%	44%	-6%	3%
<b>Revenues less Expenditures</b>	<b>\$ (247,929)</b>	<b>\$ (356,340)</b>	<b>\$ (336,047)</b>	<b>\$ (346,548)</b>
% Inc/Dec	0%	44%	-6%	3%

- Salaries and benefits increased in 2019 because of statutorily mandated elected official salaries.
- Purchased services decreased due to lower transportation and storage costs given the county's purchase of a new facility for the Coroner's office.

## General Fund - Sheriff's Office, Operations (Elected Office)

Patrol deputies provide law enforcement services 24 hours a day, 7 days a week to the residents of unincorporated Eagle County including EagleVail, Burns, Edwards, El Jebel, Bond, McCoy, and Dotsero, as well as to the towns of Minturn, Gypsum, and Redcliff.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$7,275,574	59.47		\$132.83	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Intergovernmental Revenue	\$ 1,161,204	\$ 1,197,011	\$ 1,555,156	\$ 1,452,862
Federal Grants	\$ 36,494	\$ 15,749	\$ 10,200	\$ 10,375
State & Local Grants	\$ 63,479	\$ 78,669	\$ 67,188	\$ 47,500
Charges for Services	\$ 103,833	\$ 96,492	\$ 94,500	\$ 94,500
Licenses, Permits, Sales & Fines	\$ 59,260	\$ 76,249	\$ 58,500	\$ 58,500
Investment Earnings	\$ 35	\$ 29	\$ -	\$ -
Miscellaneous	\$ 13,528	\$ 75,493	\$ 30,000	\$ 45,000
<b>Total Revenues</b>	<b>\$ 1,437,833</b>	<b>\$ 1,539,690</b>	<b>\$ 1,815,544</b>	<b>\$ 1,708,737</b>
% Inc/Dec	3%	7%	18%	-6%
<i>Expenditures</i>				
FTEs	56.00	59.00	59.47	59.47
Salaries & Benefits	\$ 5,796,375	\$ 6,198,019	\$ 6,337,972	\$ 6,221,058
Training Benefits	\$ 98,919	\$ 76,743	\$ 71,500	\$ 80,000
Purchased Services	\$ 437,727	\$ 448,345	\$ 484,550	\$ 490,082
Interdepartmental Services	\$ 671,894	\$ 739,357	\$ 839,758	\$ 914,071
Intergovernmental Expenditures	\$ 676,195	\$ 588,413	\$ 609,331	\$ 618,030
Supplies	\$ 279,772	\$ 172,432	\$ 275,080	\$ 539,316
Capital Outlay & Leases	\$ 154,266	\$ 71,991	\$ 23,258	\$ 83,754
Grants & Contributions Issued	\$ 28,088	\$ 23,467	\$ 426,688	\$ 38,000
<b>Total Expenditures</b>	<b>\$ 8,143,237</b>	<b>\$ 8,318,767</b>	<b>\$ 9,068,137</b>	<b>\$ 8,984,311</b>
% Inc/Dec	16%	2%	9%	-1%
<b>Revenues less Expenditures</b>	<b>\$ (6,705,404)</b>	<b>\$ (6,779,077)</b>	<b>\$ (7,252,593)</b>	<b>\$ (7,275,574)</b>
% Inc/Dec	19%	1%	7%	0%

- Interdepartmental services increased due to increased motor pool charges.
- The increase in supplies budget is due to the purchase of packset radios. These are typically budgeted and replaced every five years.
- Other increases include an additional K9 animal, special operations unit vests, and employee housing.
- E-ticketing software and printers will be upgraded for all vehicles. This equipment will be added to other equipment within the vehicle and going forward will be funded annually as part of the replacement cost of the vehicle.
- The 2019 decrease in grants and contributions is because the office made a contribution in 2018 towards the purchase of a county wide records management system by the town of Vail.

## General Fund - Sheriff's Office, Detentions (Elected Office)

The detention facility is the central holding location for all law enforcement agencies in Eagle County, including local police departments. The facility houses inmates and pre-trial detainees who have been committed to the custody of the Sheriff.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$3,538,578	29.50		\$64.61	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Federal Grants	\$ 17,558	\$ -	\$ 20,000	\$ 20,000
Charges for Services	\$ 71,910	\$ 164,029	\$ 175,353	\$ 135,053
Miscellaneous	\$ 146	\$ 924	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 89,614</b>	<b>\$ 164,953</b>	<b>\$ 195,353</b>	<b>\$ 155,053</b>
% Inc/Dec	-28%	84%	18%	-21%
<i>Expenditures</i>				
FTEs	25.00	25.00	29.50	29.50
Salaries & Benefits	\$ 2,589,587	\$ 2,456,115	\$ 2,961,554	\$ 2,835,586
Training Benefits	\$ -	\$ 25,617	\$ 31,000	\$ 31,000
Purchased Services	\$ 404,891	\$ 510,635	\$ 507,300	\$ 485,285
Supplies	\$ 286,943	\$ 287,363	\$ 335,453	\$ 341,760
<b>Total Expenditures</b>	<b>\$ 3,281,421</b>	<b>\$ 3,279,730</b>	<b>\$ 3,835,307</b>	<b>\$ 3,693,631</b>
% Inc/Dec	10%	0%	17%	-4%
<b>Revenues less Expenditures</b>	<b>\$ (3,191,807)</b>	<b>\$ (3,114,777)</b>	<b>\$ (3,639,954)</b>	<b>\$ (3,538,578)</b>
% Inc/Dec	12%	-2%	17%	-3%

- Charges for services includes income related to both prisoner work release and commissary charges. These amounts both decreased from 2018 to 2019 based upon expected receipts.
- The salaries and benefits line item decreased in 2019 because of the decreased allocation of health insurance costs. Additionally, salaries for four new detentions deputies were budgeted at midpoint of the salary range in 2018, but were hired in slightly below the budgeted amount. The budget was reduced accordingly in 2019.
- Because the direct supervision pod will be open for the entire year 2019, prisoner boarding expenditures are budgeted to decrease.
- The budget has been increased for security coverage costs.

## General Fund - Surveyor (Elected Office)

The duties of the Surveyor include representing the county in boundary disputes, accepting and indexing land survey plats deposited in the Clerk and Recorder's office, examining survey plats and maps before they are recorded to ensure proper content and form, and performing surveys to establish boundaries of county property, including road rights of way, and any other surveys necessary to the county.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$15,388	1.00		\$0.28	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	1.00	1.00	1.00	1.00
Salaries & Benefits	\$ 38,477	\$ 38,479	\$ 35,264	\$ 14,638
Purchased Services	\$ 749	\$ 749	\$ 750	\$ 750
<b>Total Expenditures</b>	<b>\$ 39,227</b>	<b>\$ 39,228</b>	<b>\$ 36,014</b>	<b>\$ 15,388</b>
% Inc/Dec	43%	0%	-8%	-57%
<b>Revenues less Expenditures</b>	<b>\$ (39,227)</b>	<b>\$ (39,228)</b>	<b>\$ (36,014)</b>	<b>\$ (15,388)</b>
% Inc/Dec	43%	0%	-8%	-57%

- The reduction to the salaries and benefits line item is due to different insurance coverage for the Surveyor that took office in January 2019.

## General Fund - Treasurer and Public Trustee (Elected Office)

The Treasurer is responsible for mailing property tax notices, collecting and disbursing taxes to the taxing authorities, receiving and depositing all monies for Eagle County, disbursing monies upon order of the board of commissioners, and investing all excess funds. The Public Trustee's office provides services relating to real estate foreclosures and releases of deeds of trust.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$4,212,903	8.70		\$76.92	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Intergovernmental Revenue	\$ 104,713	\$ 59,228	\$ 97,161	\$ 91,139
Charges for Services	\$ 3,907,728	\$ 4,101,893	\$ 3,977,701	\$ 4,278,377
Investment Earnings	\$ 709,023	\$ 668,677	\$ 1,297,002	\$ 1,368,196
Miscellaneous	\$ 3,200	\$ 3,218	\$ 2,700	\$ 2,700
<b>Total Revenues</b>	<b>\$ 4,724,664</b>	<b>\$ 4,833,016</b>	<b>\$ 5,374,564</b>	<b>\$ 5,740,412</b>
% Inc/Dec	13%	2%	11%	7%
<i>Expenditures</i>				
FTEs	8.00	8.00	8.50	8.70
Salaries & Benefits	\$ 627,568	\$ 737,279	\$ 734,941	\$ 721,347
Training Benefits	\$ 1,191	\$ 473	\$ 3,048	\$ 3,015
Purchased Services	\$ 119,340	\$ 119,551	\$ 149,772	\$ 121,620
Interdepartmental Services	\$ 622,692	\$ 630,123	\$ 691,810	\$ 671,277
Supplies	\$ 3,749	\$ 6,874	\$ 24,737	\$ 10,250
<b>Total Expenditures</b>	<b>\$ 1,374,541</b>	<b>\$ 1,494,301</b>	<b>\$ 1,604,308</b>	<b>\$ 1,527,509</b>
% Inc/Dec	3%	9%	7%	-5%
<b>Revenues less Expenditures</b>	<b>\$ 3,350,123</b>	<b>\$ 3,338,715</b>	<b>\$ 3,770,256</b>	<b>\$ 4,212,903</b>
% Inc/Dec	19%	0%	13%	12%

- Charges for services includes fees earned by the Treasurer for the collection of property tax and other revenues.
- Investment earnings increased significantly in 2018 and are expected to increase again in 2019 due to both rising short term interest rates and careful investment of county dollars. The Treasurer is working with the finance team to ensure monthly cash available matches the county's need for cash.
- The decrease in purchased services relates to lower copier charges and fewer printed forms.

## General Fund - District Attorney

The Office of the District Attorney, Fifth Judicial District, operates the district attorney function for the counties of Clear Creek, Eagle, Lake, and Summit. The overall cost of the DA's office is split between each of the counties based on a formula that considers population, assessed valuation, taxable sales, and caseload of each county.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$1,957,129	N/A		\$35.73	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
Intergovernmental Expenditures	\$ 1,681,697	\$ 1,626,352	\$ 1,733,950	\$ 1,957,129
<b>Total Expenditures</b>	<b>\$ 1,681,697</b>	<b>\$ 1,626,352</b>	<b>\$ 1,733,950</b>	<b>\$ 1,957,129</b>
% Inc/Dec	4%	-3%	7%	13%
<b>Revenues less Expenditures</b>				
	<b>\$ (1,681,697)</b>	<b>\$ (1,626,352)</b>	<b>\$ (1,733,950)</b>	<b>\$ (1,957,129)</b>
% Inc/Dec	4%	-3%	7%	13%

- In Colorado, District Attorneys are elected for each of the 22 judicial districts in the state. The DA's office maintains its own books and records and is responsible for approving its budget.
- The 5th Judicial District DA's office has total budgeted expenditures of \$4.4 million for 2019 (up from \$4.1 million in 2018). The majority of the increase is due to higher salaries paid to district attorney staff.
- These expenditures are paid for by a combination of contributions from each of the four counties, grant revenue, and mandated costs. The contributions from each of the four counties is determined using a formula based upon the following factors within each county: population, assessed valuation, net taxable sales and actual case load within each county.
- This budget represents Eagle County's contribution to the DA's office.

## General Fund - Board of Equalization

The County Board of Equalization reviews the valuations of all taxable property appearing in the assessment roll of the county. The board may correct any errors made by the assessor by raising, lowering, or adjusting any valuation so that it is just and equalized within the county. Pursuant to C.R.S. 39-8-102, the CBOE appoints independent hearing officers, experienced in property valuation, to conduct hearings, make findings, and submit recommendations to the CBOE for final decision.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$54,079		0.22		\$0.99
Account Classification	2016 Actual	2017 Actual	2018 Budget	2019 Budget
<i>Expenditures</i>				
FTEs	0.30	0.30	0.30	0.22
Salaries & Benefits	\$ 2,599	\$ 19,886	\$ 4,314	\$ 37,729
Purchased Services	\$ 1,224	\$ 13,102	\$ 4,100	\$ 15,850
Supplies	\$ -	\$ 335	\$ 350	\$ 500
<b>Total Expenditures</b>	<b>\$ 3,822</b>	<b>\$ 33,324</b>	<b>\$ 8,764</b>	<b>\$ 54,079</b>
% Inc/Dec	-79%	772%	-74%	517%
<b>Revenues less Expenditures</b>	<b>\$ (3,822)</b>	<b>\$ (33,324)</b>	<b>\$ (8,764)</b>	<b>\$ (54,079)</b>
% Inc/Dec	-79%	772%	-74%	517%

- 2019 is a reappraisal year, so we expect increased costs for hearing officers in 2019 compared to prior years.
- The FTE allocation is based upon an estimated number of hours that hearing officers will work, which was revised in 2019 to be more consistent with what is actually incurred each year.

## General Fund - Administration

It is the duty of the county manager to assist all elected officials and department heads in the performance of their duties. The county manager is one of two positions appointed by the BoCC. The other is the county attorney.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$1,739,331	6.00		\$31.76	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	3.00	3.00	6.00	6.00
Salaries & Benefits	\$ 495,825	\$ 660,614	\$ 1,021,535	\$ 1,045,789
Training Benefits	\$ 1,924	\$ 5,308	\$ 8,220	\$ 12,975
Purchased Services	\$ 35,206	\$ 27,714	\$ 107,937	\$ 112,430
Interdepartmental Services	\$ 566	\$ -	\$ 750	\$ -
Supplies	\$ 4,755	\$ 3,953	\$ 17,463	\$ 6,625
Grants & Contributions Issued	\$ 237,500	\$ 287,500	\$ 313,500	\$ 561,512
<b>Total Expenditures</b>	<b>\$ 775,776</b>	<b>\$ 985,089</b>	<b>\$ 1,469,405</b>	<b>\$ 1,739,331</b>
% Inc/Dec	76%	27%	49%	18%
<b>Revenues less Expenditures</b>	<b>\$ (775,776)</b>	<b>\$ (985,089)</b>	<b>\$ (1,469,405)</b>	<b>\$ (1,739,331)</b>
% Inc/Dec	76%	27%	49%	18%

- The 2019 increase in grants and contributions includes a donation to the White River National Forest for the high country ranger program. The total cost of this program will be split between the local municipalities and Eagle County will pay \$58k as its share. Additionally, this department will fund a study of the Highway 6 corridor with the town of Eagle. Eagle County's portion will be \$150,000. Finally, we are contributing to the town of Vail for its work responding to incidents on Vail Pass.

## General Fund - Attorney

The county attorney is appointed by the board of commissioners to provide legal services to all elected county officials, departments, boards and commissions. The attorney's office represents the BoCC in all legal matters including the preparation of contracts and the prosecution and defense of lawsuits by and against the county.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$1,162,344	6.00		\$21.22	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Miscellaneous	\$ 1,976	\$ 1,123	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 1,976</b>	<b>\$ 1,123</b>	<b>\$ -</b>	<b>\$ -</b>
% Inc/Dec	-81%	-43%	-100%	n/a
<i>Expenditures</i>				
FTEs	5.40	5.40	5.20	6.00
Salaries & Benefits	\$ 861,481	\$ 765,028	\$ 890,080	\$ 1,000,715
Training Benefits	\$ 2,277	\$ 5,578	\$ 10,000	\$ 10,000
Purchased Services	\$ 93,931	\$ 149,924	\$ 271,979	\$ 146,979
Supplies	\$ 9,377	\$ 3,296	\$ 4,650	\$ 4,650
Capital Outlay & Leases	\$ 15,000	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 982,066</b>	<b>\$ 923,826</b>	<b>\$ 1,176,709</b>	<b>\$ 1,162,344</b>
% Inc/Dec	3%	-6%	27%	-1%
<b>Revenues less Expenditures</b>	<b>\$ (980,090)</b>	<b>\$ (922,703)</b>	<b>\$ (1,176,709)</b>	<b>\$ (1,162,344)</b>
% Inc/Dec	4%	-6%	28%	-1%

- Salaries and benefits for 2019 includes the elimination of a part time staff attorney and increase of a full time assistant county attorney.
- The decrease in purchased services for 2019 reflects the reduction of litigation support needed for tax appeals.

## General Fund - Finance

The finance department is responsible for preparing and monitoring the county's annual budget, financial statements, and annual audits of all county financials. It also manages all borrowings for the county. The department performs the accounting duties for all funds, processes invoices and payroll, and monitors grants received by the county.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$1,044,427	6.50		\$19.07	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	7.00	7.00	7.00	6.50
Salaries & Benefits	\$ 812,575	\$ 838,191	\$ 719,836	\$ 744,096
Training Benefits	\$ 10,982	\$ 16,343	\$ 14,950	\$ 14,650
Purchased Services	\$ 140,879	\$ 137,968	\$ 151,081	\$ 158,993
Interdepartmental Services	\$ 4,409	\$ 1,288	\$ 1,329	\$ 738
Supplies	\$ 29,094	\$ 27,661	\$ 29,850	\$ 125,950
<b>Total Expenditures</b>	<b>\$ 997,938</b>	<b>\$ 1,021,451</b>	<b>\$ 917,046</b>	<b>\$ 1,044,427</b>
% Inc/Dec	5%	2%	-10%	14%
<b>Revenues less Expenditures</b>	<b>\$ (997,938)</b>	<b>\$ (1,021,451)</b>	<b>\$ (917,046)</b>	<b>\$ (1,044,427)</b>
% Inc/Dec	5%	2%	-10%	14%

- We have budgeted the purchase and implementation of a budget software with more robust entry, analysis, and reporting functions than the current software. The new software will ensure departments have more understandable access to their actual and budgeted operating results in addition to making the budget input process more efficient.

## General Fund - Finance Administrative

The purpose of this department is to collect revenue that impacts several Eagle County departments, including property tax revenue, as well as the charge and collection of administrative fees to other county funds.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$30,702,802	N/A		\$560.56	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 15,444,892	\$ 15,530,152	\$ 16,221,970	\$ 16,318,388
Sales & Use Taxes	\$ 9,000,783	\$ 9,156,335	\$ 9,586,523	\$ 9,681,499
Intergovernmental Revenue	\$ 63,297	\$ 123,899	\$ 104,916	\$ 219,169
Federal Grants	\$ 636,594	\$ 640,482	\$ 1,649,679	\$ 1,330,000
Payments In Lieu Of Taxes	\$ 1,755,697	\$ 1,805,416	\$ 1,800,000	\$ 1,900,000
Charges for Services	\$ 17,007	\$ 203	\$ 1,200	\$ 1,200
Rents & Royalties	\$ 22,956	\$ 31,762	\$ 40,000	\$ 40,000
Miscellaneous	\$ 191,656	\$ 71,309	\$ 40,018	\$ 65,132
Interfund Transfers In	\$ -	\$ 2,790,000	\$ 2,600,000	\$ 1,000,000
<b>Total Revenues</b>	<b>\$ 27,132,883</b>	<b>\$ 30,149,557</b>	<b>\$ 32,044,306</b>	<b>\$ 30,555,388</b>
% Inc/Dec	14%	11%	6%	-5%
<i>Expenditures</i>				
Salaries & Benefits	\$ 181,707	\$ 156,264	\$ 15,000	\$ 38,500
Purchased Services	\$ (2,632,173)	\$ (3,133,210)	\$ (3,215,611)	\$ (3,315,914)
Intergovernmental Expenditures	\$ -	\$ -	\$ 917,360	\$ 580,000
Grants & Contributions Issued	\$ 636,594	\$ 640,482	\$ 732,319	\$ 750,000
Transfers Out	\$ 1,749,173	\$ 6,545,380	\$ 2,771,375	\$ 1,800,000
<b>Total Expenditures</b>	<b>\$ (64,699)</b>	<b>\$ 4,208,916</b>	<b>\$ 1,220,443</b>	<b>\$ (147,414)</b>
% Inc/Dec	-114%	-6605%	-71%	-112%
<b>Revenues less Expenditures</b>	<b>\$ 27,197,582</b>	<b>\$ 25,940,641</b>	<b>\$ 30,823,863</b>	<b>\$ 30,702,802</b>
% Inc/Dec	17%	-5%	19%	0%

- In the revenue and expenditures section of this document we talk in detail about our projections for property tax and sales and use tax revenues.
- Cigarette tax was moved from the board of county commissioners budget to this budget, which represents the majority of the increase in intergovernmental revenue line item.
- The transfer into this department in 2018 was from the open space fund related to the 2017 acquisition of the Brush Creek Valley Ranch and Open Space parcel and the 2019 transfer in is from the ECO Trails fund related to the timing of receipt of grant funds from the Great Outdoors Colorado (GOCO) grant for the Eagle to Horn Ranch Trail.
- The decrease in federal grants relates to a pass through grant for the Northwest Loan Fund.
- The salaries and benefits line item is typically used to record year end accruals or budget equity adjustments for salaries that impact more than one general fund department.

## General Fund - Human Resources

Every employee is an integral part of the success of Eagle County. The human resources department is responsible for maintaining the personnel function for the county, management training and development, and employee recognition, motivation, and wellness programs.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$1,137,162	6.00		\$20.76	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	4.50	4.50	4.50	6.00
Salaries & Benefits	\$ 578,246	\$ 616,179	\$ 629,960	\$ 794,232
Training Benefits	\$ 62,064	\$ 52,177	\$ 120,000	\$ 75,000
Purchased Services	\$ 170,324	\$ 185,216	\$ 274,644	\$ 264,380
Supplies	\$ 9,449	\$ 1,627	\$ 3,550	\$ 3,550
<b>Total Expenditures</b>	<b>\$ 820,084</b>	<b>\$ 855,200</b>	<b>\$ 1,028,154</b>	<b>\$ 1,137,162</b>
% Inc/Dec	-12%	4%	20%	11%
<b>Revenues less Expenditures</b>	<b>\$ (820,084)</b>	<b>\$ (855,200)</b>	<b>\$ (1,028,154)</b>	<b>\$ (1,137,162)</b>
% Inc/Dec	-12%	4%	20%	11%

- The increase in salaries and benefits relates to the addition of a full time talent manager position.
- Training benefits decreased primarily due to staffing changes that allow for many of the organizational and leadership development courses to be offered in house rather than through an external source.

## General Fund - Communications and ECGTV

The communications department is responsible for facilitating transparency in Eagle County Government. It focuses on four core areas; public outreach, media relations, crisis communications and internal communications.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$294,287	5.00		\$5.37	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges for Services	\$ 444,268	\$ 452,552	\$ 405,000	\$ 430,000
<b>Total Revenues</b>	<b>\$ 444,268</b>	<b>\$ 452,552</b>	<b>\$ 405,000</b>	<b>\$ 430,000</b>
% Inc/Dec	8%	2%	-11%	6%
<i>Expenditures</i>				
FTEs	4.80	5.00	5.00	5.00
Salaries & Benefits	\$ 575,420	\$ 575,844	\$ 577,461	\$ 576,099
Training Benefits	\$ 3,716	\$ 3,151	\$ 5,000	\$ 5,000
Purchased Services	\$ 63,843	\$ 44,398	\$ 88,780	\$ 83,005
Interdepartmental Services	\$ 3,799	\$ 1,551	\$ 6,869	\$ 5,933
Supplies	\$ 48,982	\$ 36,392	\$ 82,733	\$ 54,250
Capital Outlay & Leases	\$ -	\$ -	\$ 15,217	\$ -
<b>Total Expenditures</b>	<b>\$ 695,759</b>	<b>\$ 661,338</b>	<b>\$ 776,060</b>	<b>\$ 724,287</b>
% Inc/Dec	13%	-5%	17%	-7%
<b>Revenues less Expenditures</b>	<b>\$ (251,491)</b>	<b>\$ (208,785)</b>	<b>\$ (371,060)</b>	<b>\$ (294,287)</b>
% Inc/Dec	24%	-17%	78%	-21%

- Charges for services relate to amounts paid by cable companies for franchise fees.

## General Fund - Innovation and Technology

The innovation and technology (IT) department has overall responsibility for planning and implementing technology solutions and infrastructure within Eagle County Government. It supports county IT customers and protects county assets and data from harm.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$2,408,414	11.16		\$43.97	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Miscellaneous	\$ -	\$ 1,688	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 1,688</b>	<b>\$ -</b>	<b>\$ -</b>
% Inc/Dec	n/a	n/a	-100%	n/a
<i>Expenditures</i>				
FTEs	10.00	10.00	10.16	11.16
Salaries & Benefits	\$ 1,127,121	\$ 1,106,203	\$ 1,174,798	\$ 1,272,617
Training Benefits	\$ 27,977	\$ 25,236	\$ 32,811	\$ 26,000
Purchased Services	\$ 884,405	\$ 883,463	\$ 890,026	\$ 921,663
Interdepartmental Services	\$ 4,401	\$ 1,363	\$ 1,986	\$ 812
Supplies	\$ 106,708	\$ 119,390	\$ 120,463	\$ 168,222
Capital Outlay & Leases	\$ -	\$ -	\$ 99,383	\$ 19,100
<b>Total Expenditures</b>	<b>\$ 2,150,611</b>	<b>\$ 2,135,654</b>	<b>\$ 2,319,467</b>	<b>\$ 2,408,414</b>
% Inc/Dec	5%	-1%	9%	4%
<b>Revenues less Expenditures</b>	<b>\$ (2,150,611)</b>	<b>\$ (2,133,966)</b>	<b>\$ (2,319,467)</b>	<b>\$ (2,408,414)</b>
% Inc/Dec	5%	-1%	9%	4%

- The salaries and benefits line item increased because of the addition of a full time desktop support technician position.
- The increase in purchased services represents an increase in certain IT infrastructure costs and software application costs.
- Supplies include personal computers and applications for new staff members as well as replacement costs for existing staff.

## General Fund - GIS

The geographic information system (GIS) department generates and maintains spatial information which aids in the creation of maps and data analysis to support county departments and their customers. The department provides strategic GIS support to departments while offering data dissemination and display, map production and property queries to the public through the GIS Viewer.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$245,631	1.85		\$4.48	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges for Services	\$ 13,810	\$ 19,035	\$ 17,500	\$ 5,000
<b>Total Revenues</b>	<b>\$ 13,810</b>	<b>\$ 19,035</b>	<b>\$ 17,500</b>	<b>\$ 5,000</b>
% Inc/Dec	-13%	38%	-8%	-71%
<i>Expenditures</i>				
FTEs	1.85	1.85	1.85	1.85
Salaries & Benefits	\$ 245,065	\$ 244,315	\$ 233,912	\$ 241,548
Training Benefits	\$ 5,613	\$ 4,284	\$ 6,371	\$ 5,800
Purchased Services	\$ 235	\$ 948	\$ 1,122	\$ 1,438
Supplies	\$ 1,063	\$ 5,802	\$ 2,395	\$ 1,845
<b>Total Expenditures</b>	<b>\$ 251,977</b>	<b>\$ 255,348</b>	<b>\$ 243,800</b>	<b>\$ 250,631</b>
% Inc/Dec	9%	1%	-5%	3%
<b>Revenues less Expenditures</b>	<b>\$ (238,167)</b>	<b>\$ (236,313)</b>	<b>\$ (226,300)</b>	<b>\$ (245,631)</b>
% Inc/Dec	11%	-1%	-4%	9%

- The decrease in revenue is due to moving from a pay for service model to open source model for all GIS and mapping tools.

## General Fund - Planning

Regulatory control over land use planning was established in Eagle County in 1964 when the board of county commissioners adopted procedures to subdivide property in unincorporated areas.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$729,950	7.00		\$13.33	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Licenses, Permits, Sales & Fines	\$ 48,146	\$ 31,663	\$ 45,700	\$ 78,200
Intergovernmental Revenue	\$ -	\$ -	\$ 2,000	\$ 2,000
Charges for Services	\$ 61,245	\$ 102,005	\$ 65,900	\$ 65,900
<b>Total Revenues</b>	<b>\$ 109,391</b>	<b>\$ 133,668</b>	<b>\$ 113,600</b>	<b>\$ 146,100</b>
% Inc/Dec	-8%	22%	-15%	29%
<i>Expenditures</i>				
FTEs	5.97	6.97	7.00	7.00
Salaries & Benefits	\$ 822,373	\$ 838,800	\$ 832,468	\$ 800,206
Training Benefits	\$ 4,343	\$ 1,472	\$ 7,000	\$ 12,000
Purchased Services	\$ 36,011	\$ 156,914	\$ 314,494	\$ 34,727
Interdepartmental Services	\$ 11,826	\$ 10,871	\$ 10,798	\$ 13,271
Supplies	\$ 3,743	\$ 4,615	\$ 6,655	\$ 15,846
<b>Total Expenditures</b>	<b>\$ 878,295</b>	<b>\$ 1,012,672</b>	<b>\$ 1,171,415</b>	<b>\$ 876,050</b>
% Inc/Dec	16%	15%	16%	-25%
<b>Revenues less Expenditures</b>	<b>\$ (768,904)</b>	<b>\$ (879,003)</b>	<b>\$ (1,057,815)</b>	<b>\$ (729,950)</b>
% Inc/Dec	20%	14%	20%	-31%

- The decrease in purchased services is due to the land use regulations revisions and rewrite that was budgeted in 2018.
- The planning department, along with other departments located in the same work area, will be purchasing a new multipurpose copier machine in 2019. Future expenditures should go down because of the 2019 purchase.

## General Fund - Facilities Management

Facilities management provides property management services for all county buildings, security, risk management, maintenance, and planning and development for county facilities.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$3,219,735	13.15		\$58.78	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges for Services	\$ 21,399	\$ 17,451	\$ 13,400	\$ 36,200
Rents & Royalties	\$ 66,806	\$ 67,776	\$ 66,000	\$ 68,000
State & Local Grants	\$ 10,098	\$ 7,093	\$ 5,000	\$ 5,000
Miscellaneous	\$ -	\$ 622	\$ 200	\$ 200
<b>Total Revenues</b>	<b>\$ 98,303</b>	<b>\$ 92,943</b>	<b>\$ 84,600</b>	<b>\$ 109,400</b>
% Inc/Dec	42%	-5%	-9%	29%
<i>Expenditures</i>				
FTEs	12.15	12.90	13.40	13.15
Salaries & Benefits	\$ 1,234,153	\$ 1,222,150	\$ 1,334,460	\$ 1,325,153
Training Benefits	\$ 4,289	\$ 6,160	\$ 10,000	\$ 8,000
Purchased Services	\$ 1,475,527	\$ 1,608,841	\$ 1,656,471	\$ 1,679,334
Interdepartmental Services	\$ 100,887	\$ 114,624	\$ 124,616	\$ 116,879
Capital Outlay & Leases	\$ 14,576	\$ 14,953	\$ 25,328	\$ 29,239
Supplies	\$ 135,338	\$ 167,667	\$ 136,200	\$ 170,530
Grants & Contributions Issued	\$ 25,000	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 2,989,769</b>	<b>\$ 3,134,395</b>	<b>\$ 3,287,075</b>	<b>\$ 3,329,135</b>
% Inc/Dec	9%	5%	5%	1%
<b>Revenues less Expenditures</b>	<b>\$ (2,891,467)</b>	<b>\$ (3,041,453)</b>	<b>\$ (3,202,475)</b>	<b>\$ (3,219,735)</b>
% Inc/Dec	8%	5%	5%	1%

- Charges for services and rents increased due to the addition of a new property.
- While utility costs have remained steady and in many cases actually decreased, the cost of maintenance of the buildings and purchase of related supplies is projected to increase.

## General Fund - Project Management

The project management department provides construction management for all phases of capital improvement projects, such as remodeling, renovation and new construction.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$296,214	2.00		\$5.41	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	2.10	2.00	2.00	2.00
Salaries & Benefits	\$ 268,615	\$ 319,764	\$ 240,207	\$ 233,907
Training Benefits	\$ -	\$ 9,175	\$ 11,200	\$ 10,000
Purchased Services	\$ 14,843	\$ 36,623	\$ 34,245	\$ 34,360
Interdepartmental Services	\$ 12,190	\$ 11,763	\$ 12,355	\$ 12,647
Supplies	\$ 2,701	\$ 4,121	\$ 5,715	\$ 5,300
Capital Outlay & Leases	\$ -	\$ 14,555	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 298,349</b>	<b>\$ 396,001</b>	<b>\$ 303,722</b>	<b>\$ 296,214</b>
% Inc/Dec	9%	33%	-23%	-2%
<b>Revenues less Expenditures</b>	<b>\$ (298,349)</b>	<b>\$ (396,001)</b>	<b>\$ (303,722)</b>	<b>\$ (296,214)</b>
% Inc/Dec	9%	33%	-23%	-2%

- The project management department costs are projected to remain stable in 2019 with a slight decrease in the allocation of health insurance.

## General Fund - Emergency Management

Emergency Management works to protect lives and property in Eagle County through effective emergency management practices and procedures. The department coordinates with local response agencies to prevent, prepare for, mitigate, respond to and recover from natural or human caused emergency situations.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$165,500	1.00		\$3.02	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Federal Grants	\$ 80,801	\$ 80,625	\$ 53,600	\$ 62,000
Miscellaneous	\$ -	\$ (875)	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 80,801</b>	<b>\$ 79,750</b>	<b>\$ 53,600</b>	<b>\$ 62,000</b>
% Inc/Dec	67%	-1%	-33%	16%
<i>Expenditures</i>				
FTEs	0.95	0.95	0.95	1.00
Salaries & Benefits	\$ 142,091	\$ 134,312	\$ 131,551	\$ 130,275
Training Benefits	\$ 2,257	\$ -	\$ 500	\$ 1,000
Purchased Services	\$ 74,662	\$ 75,395	\$ 83,326	\$ 84,936
Interdepartmental Services	\$ 9,672	\$ 9,904	\$ 11,167	\$ 8,639
Supplies	\$ 4,693	\$ 755	\$ 5,800	\$ 2,650
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 233,375</b>	<b>\$ 220,366</b>	<b>\$ 232,344</b>	<b>\$ 227,500</b>
% Inc/Dec	-3%	-6%	5%	-2%
<b>Revenues less Expenditures</b>	<b>\$ (152,574)</b>	<b>\$ (140,616)</b>	<b>\$ (178,744)</b>	<b>\$ (165,500)</b>
% Inc/Dec	-21%	-8%	27%	-7%

- The emergency management department costs are projected to remain stable in 2019 with a slight decrease in the allocation of health insurance.

## General Fund - Emergency Incident Response

This department was created in 2018 for budgeting and tracking of any disaster that occurs in Eagle County .

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$0	N/A		\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
Salaries & Benefits	\$ -	\$ -	\$ 105,800	\$ -
Purchased Services	\$ -	\$ -	\$ 348,000	\$ -
Supplies	\$ -	\$ -	\$ 46,200	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>
% Inc/Dec	n/a	n/a	n/a	-100%
<b>Revenues less Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>\$ -</b>
% Inc/Dec	n/a	n/a	n/a	-100%

- Nothing is budgeted in this department for 2019. It will only be used should a significant event occur in 2019. The budget amendment process will be used should this department be needed.

## General Fund - Animal Services

Animal Services provides care and shelter to stray animals in need while maintaining a safe community and promoting responsible pet ownership through outreach, education and enforcement.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$621,379	8.50		\$11.34	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Licenses, Permits, Sales & Fines	\$ 8,873	\$ 19,595	\$ 10,000	\$ 20,000
State & Local Grants	\$ 10,256	\$ 14,259	\$ 2,000	\$ 11,000
Charges for Services	\$ 122,677	\$ 118,986	\$ 163,516	\$ 203,196
Miscellaneous	\$ 325	\$ 2,526	\$ -	\$ 2,500
<b>Total Revenues</b>	<b>\$ 142,131</b>	<b>\$ 155,366</b>	<b>\$ 175,516</b>	<b>\$ 236,696</b>
% Inc/Dec	-1%	9%	13%	35%
<i>Expenditures</i>				
FTEs	8.10	6.00	8.50	8.50
Salaries & Benefits	\$ 578,120	\$ 488,434	\$ 675,626	\$ 685,448
Training Benefits	\$ 3,243	\$ 525	\$ 6,500	\$ 6,500
Purchased Services	\$ 65,225	\$ 73,659	\$ 94,494	\$ 85,528
Interdepartmental Services	\$ 33,385	\$ 33,262	\$ 45,577	\$ 39,099
Supplies	\$ 37,397	\$ 31,042	\$ 42,000	\$ 41,500
<b>Total Expenditures</b>	<b>\$ 717,371</b>	<b>\$ 626,921</b>	<b>\$ 864,197</b>	<b>\$ 858,075</b>
% Inc/Dec	10%	-13%	38%	-1%
<b>Revenues less Expenditures</b>	<b>\$ (575,240)</b>	<b>\$ (471,555)</b>	<b>\$ (688,681)</b>	<b>\$ (621,379)</b>
% Inc/Dec	13%	-18%	46%	-10%

- Charges for services increased due to scheduled increases to contracts with 5 out of 6 towns for which the department provides services.
- Additional outreach and adoption events has increased adoptions. The shelter will continue to promote adoptions.
- Purchased services has decreased through an effort to more closely match budget with actual services provided.

## General Fund - Environmental Health

Environmental health works to protect Eagle County citizens and visitors by assessing environmental risks and providing effective service and education programs. Program areas include on-site wastewater treatment, consumer protection, code enforcement, and land use review.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$600,521	6.50		\$10.96	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Licenses, Permits, Sales & Fines	\$ 139,890	\$ 294,252	\$ 188,175	\$ 194,300
Federal Grants	\$ 2,500	\$ 55,929	\$ -	\$ -
State & Local Grants	\$ 49,658	\$ 30,000	\$ 30,000	\$ 30,000
Charges for Services	\$ 17,480	\$ 17,875	\$ 16,320	\$ 17,075
<b>Total Revenues</b>	<b>\$ 209,528</b>	<b>\$ 398,056</b>	<b>\$ 234,495</b>	<b>\$ 241,375</b>
% Inc/Dec	7%	90%	-41%	3%
<i>Expenditures</i>				
FTEs	6.50	6.50	5.50	6.50
Salaries & Benefits	\$ 640,824	\$ 612,010	\$ 537,838	\$ 626,759
Training Benefits	\$ 3,104	\$ 1,671	\$ 6,050	\$ 6,690
Purchased Services	\$ 79,044	\$ 145,658	\$ 72,846	\$ 80,794
Interdepartmental Services	\$ 21,356	\$ 16,489	\$ 16,570	\$ 8,494
Supplies	\$ 4,418	\$ 2,388	\$ 2,080	\$ 6,659
Grants & Contributions Issued	\$ 122,500	\$ 139,300	\$ 122,500	\$ 112,500
<b>Total Expenditures</b>	<b>\$ 871,246</b>	<b>\$ 917,515</b>	<b>\$ 757,884</b>	<b>\$ 841,896</b>
% Inc/Dec	-2%	5%	-17%	11%
<b>Revenues less Expenditures</b>	<b>\$ (661,719)</b>	<b>\$ (519,459)</b>	<b>\$ (523,389)</b>	<b>\$ (600,521)</b>
% Inc/Dec	-5%	-21%	1%	15%

- The salaries and benefits line item increased due to the addition of an environmental policy planner position.
- Supplies increased due to the purchase of a multipurpose copier machine that will be shared with nearby departments.

## General Fund - Sustainable Communities

Sustainable communities works to implement the Eagle County Environmental Policy and Climate Action Plan in county operations and within the larger community. Our shared community goal is to reduce greenhouse emissions 25% by 2025.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$895,227	4.00		\$16.34	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Licenses, Permits, Sales & Fines	\$ 99,781	\$ 177,613	\$ 160,000	\$ 159,000
State & Local Grants	\$ -	\$ 10,692	\$ 310,102	\$ 1,102,608
<b>Total Revenues</b>	<b>\$ 99,781</b>	<b>\$ 188,305</b>	<b>\$ 470,102</b>	<b>\$ 1,261,608</b>
% Inc/Dec	-61%	89%	150%	168%
<i>Expenditures</i>				
FTEs	2.00	2.00	4.00	4.00
Salaries & Benefits	\$ 234,486	\$ 338,309	\$ 489,119	\$ 489,462
Training Benefits	\$ 1,046	\$ 644	\$ 3,200	\$ 4,000
Purchased Services	\$ 127,519	\$ 184,474	\$ 251,814	\$ 330,310
Interdepartmental Services	\$ -	\$ 2,657	\$ 6,803	\$ 6,403
Intergovernmental Expenditures	\$ -	\$ -	\$ 310,102	\$ 1,102,608
Supplies	\$ 3,272	\$ 56,181	\$ 52,160	\$ 31,052
Grants & Contributions Issued	\$ 244,984	\$ 149,395	\$ 218,636	\$ 193,000
<b>Total Expenditures</b>	<b>\$ 611,307</b>	<b>\$ 731,660</b>	<b>\$ 1,331,834</b>	<b>\$ 2,156,835</b>
% Inc/Dec	-60%	20%	82%	62%
<b>Revenues less Expenditures</b>	<b>\$ (511,526)</b>	<b>\$ (543,354)</b>	<b>\$ (861,732)</b>	<b>\$ (895,227)</b>
% Inc/Dec	-60%	6%	59%	4%

- The state and local grant line item for both 2018 and 2019 represents a pass through grant from Great Outdoors Colorado (GOCO) for the Walking Mountain's Outdoor Movement grant. Eagle County will receive the grant revenue and will then pass it through to Walking Mountains. You see both the revenue and expenditure sides on the 2018 and 2019 budgets.
- Purchased services increased due to the addition of a climate resilience plan and REALFire property assessments.

## General Fund - Engineering

The engineering department oversees the planning and design of public works projects. Engineers review development applications; provide construction, traffic and support engineering; oversee county floodplain administration; and issue floodplain development, road cut, grading and access permits.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$4,358,315	7.00		\$79.57	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Licenses, Permits, Sales & Fines	\$ 12,957	\$ 14,991	\$ 9,470	\$ 16,230
State & Local Grants	\$ 27,434	\$ 1,145,167	\$ 72,547	\$ 11,350
Charges for Services	\$ 672	\$ 1,272	\$ 514	\$ 750
<b>Total Revenues</b>	<b>\$ 41,062</b>	<b>\$ 1,161,430</b>	<b>\$ 82,531</b>	<b>\$ 28,330</b>
% Inc/Dec	-33%	2728%	-93%	-66%
<i>Expenditures</i>				
FTEs	6.90	6.90	7.00	7.00
Salaries & Benefits	\$ 849,661	\$ 908,422	\$ 833,537	\$ 804,736
Training Benefits	\$ 6,922	\$ 3,975	\$ 7,725	\$ 7,725
Purchased Services	\$ 14,373	\$ 13,640	\$ 117,190	\$ 31,050
Interdepartmental Services	\$ 11,357	\$ 12,180	\$ 14,040	\$ 4,846
Supplies	\$ 3,430	\$ 3,320	\$ 3,810	\$ 10,288
Capital Outlay & Leases	\$ 40,283	\$ 2,398,644	\$ 112,720	\$ -
Grants & Contributions Issued	\$ 275,649	\$ 111,854	\$ 100,000	\$ 3,528,000
<b>Total Expenditures</b>	<b>\$ 1,201,675</b>	<b>\$ 3,452,035</b>	<b>\$ 1,189,022</b>	<b>\$ 4,386,645</b>
% Inc/Dec	37%	187%	-66%	269%
<b>Revenues less Expenditures</b>	<b>\$ (1,160,613)</b>	<b>\$ (2,290,604)</b>	<b>\$ (1,106,491)</b>	<b>\$ (4,358,315)</b>
% Inc/Dec	42%	97%	-52%	294%

- The department is purchasing a new multipurpose copier in 2019, which will increase costs in 2019 but decrease costs going forward.
- The engineering department will lead the county's effort on the I-70 Edwards Interchange Upgrade Phase 2 project. This project will improve the roadway up to and including adding a roundabout at the intersection of Edwards Access Road and Highway 6. The project will be managed by the Colorado Department of Transportation (CDOT). The engineering team will work closely with CDOT and will fund the county's portion of the project at agreed upon project milestones. The total cost of the project is expected to be approximately \$21.8 million, which includes design, right of way acquisition, and construction. Eagle County paid \$463k towards the design from the offsite road improvement fund in 2018. Total costs are split between CDOT (64%), Edwards Metro District (18%) and Eagle County (18%).

## General Fund - Building Inspection

The building division ensures construction of safe structures for the enjoyment of citizens and visitors in unincorporated Eagle County. Staff implements construction codes through plan review and inspections.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$1,085,583	8.00		\$19.82	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Licenses, Permits, Sales & Fines	\$ 1,293,343	\$ 1,294,038	\$ 1,482,749	\$ 1,432,749
Charges for Services	\$ 571,625	\$ 539,463	\$ 659,399	\$ 551,449
<b>Total Revenues</b>	<b>\$ 1,864,968</b>	<b>\$ 1,833,501</b>	<b>\$ 2,142,148</b>	<b>\$ 1,984,198</b>
% Inc/Dec	6%	-2%	17%	-7%
<i>Expenditures</i>				
FTEs	6.95	6.95	7.00	8.00
Salaries & Benefits	\$ 710,376	\$ 699,733	\$ 746,400	\$ 817,204
Training Benefits	\$ 4,315	\$ 4,197	\$ 7,000	\$ 8,000
Purchased Services	\$ 38,847	\$ 42,680	\$ 44,441	\$ 41,560
Interdepartmental Services	\$ 30,092	\$ 26,856	\$ 32,108	\$ 25,601
Supplies	\$ 2,960	\$ 2,624	\$ 5,985	\$ 6,250
<b>Total Expenditures</b>	<b>\$ 786,590</b>	<b>\$ 776,090</b>	<b>\$ 835,934</b>	<b>\$ 898,615</b>
% Inc/Dec	8%	-1%	8%	7%
<b>Revenues less Expenditures</b>	<b>\$ 1,078,378</b>	<b>\$ 1,057,411</b>	<b>\$ 1,306,214</b>	<b>\$ 1,085,583</b>
% Inc/Dec	5%	-2%	24%	-17%

- We are budgeting for building permit and related revenue to remain strong in 2019, although slightly lower than 2018 actual receipts. There were several large projects that obtained building permits in 2018, and we do not expect to see the same number of large projects in 2019.
- Salaries and benefits increased due to the addition of a building inspector position.

## General Fund - Vegetation Management

The vegetation management department works to mitigate the harmful impacts of undesirable plants on agriculture, natural resources and properties within unincorporated Eagle County.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$180,739	1.70		\$3.30	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Federal Grants	\$ -	\$ 15,000	\$ -	\$ -
State & Local Grants	\$ -	\$ -	\$ 36,000	\$ 13,000
Charges for Services	\$ 39,646	\$ 29,322	\$ 45,000	\$ 35,000
Licenses, Permits, Sales & Fines	\$ -	\$ -	\$ 33,000	\$ 15,000
<b>Total Revenues</b>	<b>\$ 39,646</b>	<b>\$ 44,322</b>	<b>\$ 114,000</b>	<b>\$ 63,000</b>
% Inc/Dec	-4%	12%	157%	-45%
<i>Expenditures</i>				
FTEs	2.00	2.50	2.20	1.70
Salaries & Benefits	\$ 163,014	\$ 165,793	\$ 202,048	\$ 117,248
Training Benefits	\$ 2,360	\$ 1,129	\$ 4,000	\$ 3,000
Purchased Services	\$ 10,384	\$ 11,176	\$ 32,855	\$ 20,109
Interdepartmental Services	\$ 33,277	\$ 47,634	\$ 73,180	\$ 60,182
Supplies	\$ 22,277	\$ 40,738	\$ 69,200	\$ 43,200
Capital Outlay & Leases	\$ -	\$ 11,115	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 231,312</b>	<b>\$ 277,585</b>	<b>\$ 381,283</b>	<b>\$ 243,739</b>
% Inc/Dec	29%	20%	37%	-36%
<b>Revenues less Expenditures</b>	<b>\$ (191,666)</b>	<b>\$ (233,264)</b>	<b>\$ (267,283)</b>	<b>\$ (180,739)</b>
% Inc/Dec	39%	22%	15%	-32%

- We have budgeted a decrease in revenue for 2019 to bring the budget in line with what we have actually seen over the past several years.
- Salaries and benefits will decrease in 2019 because of a decrease in the level of staffing for this department and program. A full time position will be split between this department and the road and bridge fund, and a 0.5 FTE part time position was eliminated.

## General Fund - Human Services

Human services aims to connect people and strengthen communities by providing essential services for those who are most in need.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$1,893,963	18.05		\$34.58	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Intergovernmental Revenue	\$ 8,186	\$ -	\$ -	\$ -
Federal Grants	\$ 982,730	\$ 1,017,585	\$ 940,367	\$ 964,243
State & Local Grants	\$ 634,025	\$ 399,997	\$ 481,007	\$ 571,879
Licenses, Permits, Sales & Fines	\$ 3,022	\$ -	\$ -	\$ -
Miscellaneous	\$ 158	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 1,628,120</b>	<b>\$ 1,417,582</b>	<b>\$ 1,421,374</b>	<b>\$ 1,536,122</b>
% Inc/Dec	-7%	-13%	0%	8%
<i>Expenditures</i>				
FTEs	20.57	16.05	17.00	18.05
Salaries & Benefits	\$ 1,468,840	\$ 1,299,295	\$ 1,408,904	\$ 1,435,123
Training Benefits	\$ 36,816	\$ 36,060	\$ 38,742	\$ 25,296
Purchased Services	\$ 838,627	\$ 1,095,267	\$ 1,861,382	\$ 1,934,799
Interdepartmental Services	\$ 1,426	\$ 1,708	\$ 3,800	\$ 6,802
Supplies	\$ 20,673	\$ 27,529	\$ 42,381	\$ 28,065
<b>Total Expenditures</b>	<b>\$ 2,366,383</b>	<b>\$ 2,459,860</b>	<b>\$ 3,355,209</b>	<b>\$ 3,430,085</b>
% Inc/Dec	13%	4%	36%	2%
<b>Revenues less Expenditures</b>	<b>\$ (738,263)</b>	<b>\$ (1,042,278)</b>	<b>\$ (1,933,835)</b>	<b>\$ (1,893,963)</b>
% Inc/Dec	121%	41%	86%	-2%

- Federal, state and local grants increased \$90,000 for a cost of living increase to the Early Head Start grants and an increase in Veterans Administration allocation.
- Salaries and benefits increased because the assistant veterans service officer position increased by 0.25 FTE and a 0.8 FTE position was moved to this department from the social service fund.
- Purchased services increased related to direct client support to vulnerable population, including veterans, that do not meet other program requirements.
- The supplies budget decreased to bring that category in line with actual past expenditures.

## General Fund - CSU Extension

Extension agents are specialists in the areas of youth development, consumer and family education and horticulture and small acreage management. Colorado State University expertise and research based information is brought to the county's citizens through their extension agent.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$201,800	1.13		\$3.68	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
FTEs	1.13	1.13	1.13	1.13
Salaries & Benefits	\$ 62,231	\$ 74,577	\$ 78,105	\$ 68,564
Training Benefits	\$ 625	\$ 1,496	\$ 950	\$ 950
Purchased Services	\$ 101,326	\$ 115,210	\$ 110,965	\$ 116,095
Interdepartmental Services	\$ 4,752	\$ 1,954	\$ 7,803	\$ 5,761
Supplies	\$ 9,371	\$ 7,230	\$ 10,005	\$ 10,430
<b>Total Expenditures</b>	<b>\$ 178,305</b>	<b>\$ 200,466</b>	<b>\$ 207,828</b>	<b>\$ 201,800</b>
% Inc/Dec	0%	12%	4%	-3%
<b>Revenues less Expenditures</b>				
	<b>\$ (178,305)</b>	<b>\$ (200,466)</b>	<b>\$ (207,828)</b>	<b>\$ (201,800)</b>
% Inc/Dec	12%	12%	4%	-3%

- The majority of the CSU Extension programs are funded by Colorado State University. Eagle County funds one staff position and matches a portion of the remaining programs. No significant changes are expected to this budget in 2019.

## General Fund - Fair and Rodeo

The fair and rodeo department is responsible for the annual Eagle County Fair and Rodeo which is sanctioned by the Colorado State Rodeo Cowboys Association. The department manages the Eagle River Center which is used for community and equestrian events, trade shows, and tournaments.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$178,429	1.47		\$3.26	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 320,353	\$ 340,720	\$ 352,800	\$ 368,600
<b>Total Revenues</b>	<b>\$ 320,353</b>	<b>\$ 340,720</b>	<b>\$ 352,800</b>	<b>\$ 368,600</b>
% Inc/Dec	-1%	6%	4%	4%
<i>Expenditures</i>				
FTEs	0.91	1.66	1.66	1.47
Salaries & Benefits	\$ 128,046	\$ 113,806	\$ 111,903	\$ 118,827
Training Benefits	\$ -	\$ 195	\$ -	\$ -
Purchased Services	\$ 279,611	\$ 292,248	\$ 310,685	\$ 339,877
Supplies	\$ 68,111	\$ 68,139	\$ 74,250	\$ 87,125
Grants & Contributions Issued	\$ 684	\$ 647	\$ 1,900	\$ 1,200
<b>Total Expenditures</b>	<b>\$ 476,452</b>	<b>\$ 475,035</b>	<b>\$ 498,738</b>	<b>\$ 547,029</b>
% Inc/Dec	12%	0%	5%	10%
<b>Revenues less Expenditures</b>	<b>\$ (156,099)</b>	<b>\$ (134,315)</b>	<b>\$ (145,938)</b>	<b>\$ (178,429)</b>
% Inc/Dec	51%	-14%	9%	22%

- 2019 will be Eagle County's 80th Fair and Rodeo. We are planning for additional costs related to this celebration, along with increased sponsorship revenue.
- The Fair Board has requested additional budget for more entertainment and supplies to appropriately highlight this anniversary event.

## Road and Bridge Fund (Special Revenue Fund)

The road and bridge department provides maintenance on more than 500 miles of county road and snow removal on 260 miles. Field crews make bridge repairs, grade dirt roads, fill potholes, and perform small scale resurfacing and construction projects to provide safe, efficient roadways.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$566,264	23.00		\$10.34	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 3,970,510	\$ 3,993,277	\$ 4,171,921	\$ 4,196,371
Sales & Use Taxes	\$ 1,257,676	\$ 1,369,762	\$ 1,418,557	\$ 1,412,239
Licenses, Permits, Sales & Fines	\$ 122,843	\$ 125,486	\$ 128,000	\$ 128,000
Intergovernmental Revenue	\$ 2,320,959	\$ 2,391,996	\$ 2,423,654	\$ 2,423,654
Federal Grants	\$ 2,769,902	\$ 23,274	\$ -	\$ -
Payments in Lieu of Taxes	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
Charges For Services	\$ 60,668	\$ 62,726	\$ 114,500	\$ 107,500
Miscellaneous	\$ 2,088	\$ 2,886	\$ 5,000	\$ 5,000
Interfund Transfers In	\$ 664,725	\$ 25,000	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 11,619,371</b>	<b>\$ 8,444,407</b>	<b>\$ 8,711,632</b>	<b>\$ 8,722,764</b>
% Inc/Dec	21%	-27%	3%	0%
<i>Expenditures</i>				
FTEs	21.00	21.00	21.50	23.00
Salaries & Benefits	\$ 2,063,959	\$ 2,006,421	\$ 1,994,923	\$ 2,096,597
Training Benefits	\$ 526	\$ 2,220	\$ 4,340	\$ 4,900
Purchased Services	\$ 820,184	\$ 891,364	\$ 1,095,432	\$ 753,080
Interdepartmental Services	\$ 1,488,616	\$ 1,938,929	\$ 2,136,782	\$ 1,728,635
Intergovernmental Expenditures	\$ 1,054,958	\$ 1,060,881	\$ 1,197,670	\$ 1,200,668
Supplies	\$ 1,016,634	\$ 990,415	\$ 1,265,943	\$ 1,180,005
Capital Outlay & Leases	\$ 5,608,656	\$ 1,958,244	\$ 1,562,106	\$ 1,192,615
Transfers Out	\$ -	\$ 225,000	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 12,053,572</b>	<b>\$ 9,073,474</b>	<b>\$ 9,257,196</b>	<b>\$ 8,156,500</b>
% Inc/Dec	12%	-25%	2%	-12%
<b>Revenues less Expenditures</b>	<b>\$ (434,201)</b>	<b>\$ (629,067)</b>	<b>\$ (545,564)</b>	<b>\$ 566,264</b>
% Inc/Dec	-62%	45%	-13%	-204%
Beginning Fund Balance	\$ 6,937,044	\$ 6,502,843	\$ 5,873,776	\$ 5,328,212
Ending Fund Balance	\$ 6,502,843	\$ 5,873,776	\$ 5,328,212	\$ 5,894,476

- We are budgeting for revenues of the road and bridge fund to remain stable for 2019.
- Salaries and benefits are budgeted to increase because of the addition of two seasonal labor positions (0.5 FTE each). Additionally, an existing full time position will be split between this fund and the vegetation management department, effectively adding 0.5 FTE to this fund.

## Social Services Fund (Special Revenue Fund)

Human services aims to connect people and strengthen communities by providing essential services for those who are most in need.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$395,773	39.25		\$7.23	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 701,330	\$ 705,238	\$ 736,700	\$ 741,104
Intergovernmental Revenue	\$ 322,113	\$ 2,628	\$ 1,420	\$ 500
Federal Grants	\$ 605,116	\$ 528,618	\$ 551,031	\$ 500,924
State & Local Grants	\$ 2,392,242	\$ 2,711,586	\$ 2,616,112	\$ 2,531,243
Charges For Services	\$ 733	\$ 279	\$ 50,180	\$ 240
Licenses, Permits, Sales & Fines	\$ -	\$ 16,209	\$ -	\$ 4,000
Miscellaneous	\$ 27,524	\$ 34,584	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 4,049,059</b>	<b>\$ 3,999,141</b>	<b>\$ 3,955,443</b>	<b>\$ 3,778,011</b>
% Inc/Dec	-1%	-1%	-1%	-4%
<i>Expenditures</i>				
FTEs	41.46	39.80	40.05	39.25
Salaries & Benefits	\$ 3,324,710	\$ 3,444,504	\$ 3,627,367	\$ 3,394,030
Training Benefits	\$ 21,892	\$ 29,132	\$ 49,220	\$ 44,115
Purchased Services	\$ 787,199	\$ 605,659	\$ 732,564	\$ 692,394
Interdepartmental Services	\$ 11,087	\$ 14,144	\$ 25,750	\$ 22,700
Supplies	\$ 15,318	\$ 14,987	\$ 21,325	\$ 20,545
<b>Total Expenditures</b>	<b>\$ 4,160,207</b>	<b>\$ 4,108,425</b>	<b>\$ 4,456,226</b>	<b>\$ 4,173,784</b>
% Inc/Dec	8%	-1%	8%	-6%
<b>Revenues less Expenditures</b>	<b>\$ (111,148)</b>	<b>\$ (109,284)</b>	<b>\$ (500,783)</b>	<b>\$ (395,773)</b>
% Inc/Dec	-147%	-2%	358%	-21%
Beginning Fund Balance	\$ 2,744,360	\$ 2,633,212	\$ 2,523,928	\$ 2,023,145
Ending Fund Balance	\$ 2,633,212	\$ 2,523,928	\$ 2,023,145	\$ 1,627,372

- Overall revenue is expected to decrease by \$175k for 2019 because of changes to the way in which the state of Colorado calculates its allocation formula.
- Salaries and benefits decreased because of the reallocation of health insurance costs and the movement of a 0.8 FTE position from this fund to the human services department within the general fund.
- Purchased services decreased to reflect reductions in various contracts to appropriately reflect ongoing operations and funding changes, including the recent purchase of a multipurpose copier machine which decreases ongoing operating costs.

## Offsite Road Improvement Fund (Special Revenue Fund)

The offsite road improvement fund accounts for the management of fees dedicated to perform traffic studies near new developments, constructs new roadways, and provides recommendations of necessary road improvements.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$8,000	N/A		\$0.15	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 91,080	\$ 223,660	\$ 517,820	\$ -
Investment Earnings	\$ 6,733	\$ 14,022	\$ 12,800	\$ 13,000
State & Local Grants	\$ -	\$ 213,820	\$ 375,000	\$ -
<b>Total Revenues</b>	<b>\$ 97,813</b>	<b>\$ 451,501</b>	<b>\$ 905,620</b>	<b>\$ 13,000</b>
% Inc/Dec	107%	362%	101%	-99%
<i>Expenditures</i>				
Capital Outlay & Leases	\$ -	\$ -	\$ 300,000	\$ -
Grants & Contributions Issued	\$ 36,770	\$ 122,449	\$ 705,066	\$ -
Interdepartmental Services	\$ 852	\$ 2,324	\$ 7,680	\$ 5,000
Transfers Out	\$ -	\$ 365,000	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 37,622</b>	<b>\$ 489,774</b>	<b>\$ 1,012,746</b>	<b>\$ 5,000</b>
% Inc/Dec	16%	1202%	107%	-100%
<b>Revenues less Expenditures</b>	<b>\$ 60,191</b>	<b>\$ (38,272)</b>	<b>\$ (107,126)</b>	<b>\$ 8,000</b>
% Inc/Dec	309%	-164%	180%	-107%
Beginning Fund Balance	\$ 924,767	\$ 984,958	\$ 946,686	\$ 839,560
Ending Fund Balance	\$ 984,958	\$ 946,686	\$ 839,560	\$ 847,560

- Because we are unsure of the amount of road impact fees that will be paid by developers, we have budgeted no related revenue into this fund.
- In 2018, we finished the Hillcrest Drive Roundabout design and design work for the I-70 Edwards Interchange Upgrade Phase 2.
- We do not expect that any road projects will be funded from this fund in 2019, and will save all revenue received by this fund for future projects.

## ECO Transit Fund (Special Revenue Fund)

ECO Transit provides multi-modal, environmentally sensitive public transportation choices that are safe, efficient, and reliable. ECO provides bus service 21 hours per day, with a total fleet of 31 buses.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$514,999	67.52		\$9.40	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ 6,832,109	\$ 6,879,995	\$ 7,216,805	\$ 7,288,973
Federal Grants	\$ 584,999	\$ 993,000	\$ 1,264,010	\$ 1,492,400
State & Local Grants	\$ 91,776	\$ 105,962	\$ 5,500	\$ -
Charges For Services	\$ 2,175,283	\$ 2,195,473	\$ 2,218,946	\$ 2,114,705
Investment Earnings	\$ 45,965	\$ 81,361	\$ 62,677	\$ 64,000
Rents & Royalties	\$ 18,000	\$ 16,500	\$ 18,000	\$ 7,200
Miscellaneous	\$ 12,381	\$ 15,984	\$ -	\$ -
Interfund Transfers In	\$ 700,000	\$ 550,000	\$ 528,552	\$ -
<b>Total Revenues</b>	<b>\$ 10,460,512</b>	<b>\$ 10,838,275</b>	<b>\$ 11,314,490</b>	<b>\$ 10,967,278</b>
% Inc/Dec	7%	4%	4%	-3%
<i>Expenditures</i>				
FTEs	59.92	60.37	60.52	67.52
Salaries & Benefits	\$ 4,721,810	\$ 5,177,103	\$ 5,541,901	\$ 5,573,555
Training Benefits	\$ 12,191	\$ 17,903	\$ 16,800	\$ 11,500
Purchased Services	\$ 2,100,913	\$ 2,564,715	\$ 2,727,981	\$ 2,926,358
Interdepartmental Services	\$ 606,941	\$ 751,800	\$ 849,798	\$ 943,038
Supplies	\$ 246,991	\$ 385,958	\$ 645,713	\$ 492,320
Capital Outlay & Leases	\$ 649,441	\$ 1,604,749	\$ 1,559,415	\$ 1,535,506
Grants & Contributions Issued	\$ 116,128	\$ 87,650	\$ -	\$ -
Transfers Out	\$ 700,000	\$ 1,550,000	\$ 528,552	\$ -
<b>Total Expenditures</b>	<b>\$ 9,154,415</b>	<b>\$ 12,139,878</b>	<b>\$ 11,870,160</b>	<b>\$ 11,482,277</b>
% Inc/Dec	4%	33%	-2%	-3%
<b>Revenues less Expenditures</b>	<b>\$ 1,306,097</b>	<b>\$ (1,301,603)</b>	<b>\$ (555,670)</b>	<b>\$ (514,999)</b>
% Inc/Dec	24%	-200%	-57%	-7%
Beginning Fund Balance	\$ 5,682,404	\$ 6,988,501	\$ 5,686,898	\$ 5,131,228
Ending Fund Balance	\$ 6,988,501	\$ 5,686,898	\$ 5,131,228	\$ 4,616,229

- We have budgeted a 1% increase in sales tax revenue for this fund.
- ECO obtained a grant to fund a portion of the purchase of three large buses. The purchase price of \$1.4 million is funded by a \$1.1 million grant. The remainder will be funded using fund balance.
- Fares paid by bus riders are expected to decrease slightly in 2019 because of reduced fare prices and bulk purchase incentives.
- In an attempt to reduce overtime costs, seven additional bus operators were added to this fund's budget in 2019.
- ECO Transit is planning to spend \$125,000 on a coordinated information hub study which would help riders plan their trips using ECO's bus services along with other public transportation services and \$80,000 to study the first and last mile gaps.

## ECO Trails Fund (Special Revenue Fund)

ECO Trails oversees a multi-use trail system through the Eagle River valley. The ECO Trails partnership includes county government and the towns of Gypsum, Eagle, Avon, Vail, Red Cliff, and Minturn. The regional trail system encompasses 63 miles from Vail Pass to Glenwood Canyon with a connection to Red Cliff.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$323,639	2.10		\$5.91	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ 772,806	\$ 748,634	\$ 801,868	\$ 809,887
State & Local Grants	\$ 13,200	\$ 9,652	\$ 1,208,000	\$ 1,008,000
Investment Earnings	\$ 11,956	\$ 15,097	\$ 20,977	\$ 18,000
Interfund Transfers In	\$ -	\$ 2,000,000	\$ 1,000,000	\$ -
<b>Total Revenues</b>	<b>\$ 797,962</b>	<b>\$ 2,773,383</b>	<b>\$ 3,030,845</b>	<b>\$ 1,835,887</b>
% Inc/Dec	-52%	248%	9%	-39%
<i>Expenditures</i>				
FTEs	2.10	2.10	2.10	2.10
Salaries & Benefits	\$ 194,278	\$ 218,137	\$ 227,145	\$ 218,974
Training Benefits	\$ 22	\$ -	\$ 700	\$ 500
Purchased Services	\$ 19,773	\$ 7,275	\$ 48,375	\$ 173,630
Intergovernmental Expenditures	\$ -	\$ -	\$ 75,591	\$ -
Supplies	\$ 12,066	\$ 6,408	\$ 18,215	\$ 14,200
Capital Outlay & Leases	\$ 625,814	\$ 1,925,633	\$ 4,041,232	\$ 94,944
Grants & Contributions Issued	\$ 515,770	\$ 48,820	\$ -	\$ -
Interdepartmental Services	\$ 7,887	\$ 7,581	\$ 9,776	\$ 10,000
Transfers Out	\$ -	\$ -	\$ -	\$ 1,000,000
<b>Total Expenditures</b>	<b>\$ 1,375,610</b>	<b>\$ 2,213,854</b>	<b>\$ 4,421,034</b>	<b>\$ 1,512,248</b>
% Inc/Dec	123%	61%	100%	-66%
<b>Revenues less Expenditures</b>	<b>\$ (577,647)</b>	<b>\$ 559,529</b>	<b>\$ (1,390,189)</b>	<b>\$ 323,639</b>
% Inc/Dec	-155%	-197%	-348%	-123%
Beginning Fund Balance	\$ 1,770,559	\$ 1,192,911	\$ 1,752,440	\$ 362,251
Ending Fund Balance	\$ 1,192,911	\$ 1,752,440	\$ 362,251	\$ 685,890

- The Eagle to Horn Ranch trail was constructed in 2018, however a related grant will not be received until 2019. To accommodate this timing lag, the general fund transferred \$1.0 million to this fund in 2018, and it will be transferred back to the general fund upon receipt of the grant from Great Outdoors Colorado.
- Purchased services increased in 2019 for maintenance and repairs related to streambank protection along a portion of the trail in Edwards.

## Roaring Fork Valley Transportation Fund (Special Revenue Fund)

This department accounts for the 0.5% county sales tax to be used for community enhancements and maintaining a public transportation system in the Roaring Fork valley.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$0	N/A		\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ 429,266	\$ 497,763	\$ 526,931	\$ 548,008
Investment Earnings	\$ 289	\$ 532	\$ 992	\$ 800
<b>Total Revenues</b>	<b>\$ 429,555</b>	<b>\$ 498,295</b>	<b>\$ 527,923</b>	<b>\$ 548,808</b>
% Inc/Dec	-1%	16%	6%	4%
<i>Expenditures</i>				
Grants & Contributions Issued	\$ 425,948	\$ 435,671	\$ 523,919	\$ 545,308
Interdepartmental Services	\$ 4,302	\$ 4,883	\$ 4,204	\$ 3,500
<b>Total Expenditures</b>	<b>\$ 430,251</b>	<b>\$ 440,554</b>	<b>\$ 528,123</b>	<b>\$ 548,808</b>
% Inc/Dec	1%	2%	20%	4%
<b>Revenues less Expenditures</b>	<b>\$ (696)</b>	<b>\$ 57,740</b>	<b>\$ (200)</b>	<b>\$ -</b>
% Inc/Dec	-108%	-8398%	-100%	-100%
Beginning Fund Balance	\$ 76,399	\$ 75,703	\$ 133,444	\$ 133,244
Ending Fund Balance	\$ 75,703	\$ 133,444	\$ 133,244	\$ 133,244

- The sales tax revenue received into this fund is passed through to the Roaring Fork Transit Authority as it is received.

## Roaring Fork Valley Trails Fund (Special Revenue Fund)

The department accounts for the 0.5% county sales tax to be used for community enhancements and maintenance of a trails system within the Roaring Fork valley.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$0	N/A		\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ 49,217	\$ 53,550	\$ 58,548	\$ 60,890
Investment Earnings	\$ 35	\$ 54	\$ 138	\$ 150
<b>Total Revenues</b>	<b>\$ 49,252</b>	<b>\$ 53,605</b>	<b>\$ 58,686</b>	<b>\$ 61,040</b>
% Inc/Dec	6%	9%	9%	4%
<i>Expenditures</i>				
Grants & Contributions Issued	\$ 48,833	\$ 48,408	\$ 58,230	\$ 60,490
Interdepartmental Services	\$ 493	\$ 525	\$ 506	\$ 550
<b>Total Expenditures</b>	<b>\$ 49,326</b>	<b>\$ 48,933</b>	<b>\$ 58,736</b>	<b>\$ 61,040</b>
% Inc/Dec	8%	-1%	20%	4%
<b>Revenues less Expenditures</b>	<b>\$ (74)</b>	<b>\$ 4,671</b>	<b>\$ (50)</b>	<b>\$ -</b>
% Inc/Dec	-108%	-6398%	-101%	-100%
Beginning Fund Balance	\$ 8,849	\$ 8,775	\$ 13,446	\$ 13,396
Ending Fund Balance	\$ 8,775	\$ 13,446	\$ 13,396	\$ 13,396

- The sales tax revenue received into this fund is passed through to the Roaring Fork Transit Authority as it is received.

## Airport Fund (Special Revenue Fund)

Just minutes from Vail, Beaver Creek and other world class destinations, the Eagle County Regional Airport (EGE) gets you directly to the heart of the Colorado Rockies.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
-\$11,406	27.36		-\$0.21	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ 87,635	\$ 77,461	\$ 89,007	\$ 88,890
Intergovernmental Revenue	\$ 398,880	\$ 447,009	\$ 450,000	\$ 450,000
Federal Grants	\$ 8,657,894	\$ 7,600,230	\$ 6,852,401	\$ -
State & Local Grants	\$ 316,314	\$ 215,463	\$ 324,944	\$ 12,480
Charges For Services	\$ 2,681,733	\$ 2,731,875	\$ 2,667,300	\$ 2,711,450
Rents & Royalties	\$ 2,082,654	\$ 2,085,518	\$ 2,046,809	\$ 2,103,642
Miscellaneous	\$ 146,920	\$ 15,967	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 14,372,029</b>	<b>\$ 13,173,523</b>	<b>\$ 12,430,461</b>	<b>\$ 5,366,462</b>
% Inc/Dec	14%	-8%	-6%	-57%
<i>Expenditures</i>				
FTEs	24.86	24.86	25.86	27.36
Salaries & Benefits	\$ 2,440,677	\$ 2,483,591	\$ 2,507,909	\$ 2,633,297
Training Benefits	\$ 60,092	\$ 74,407	\$ 80,000	\$ 79,000
Purchased Services	\$ 1,141,404	\$ 1,523,260	\$ 2,021,451	\$ 1,982,443
Interdepartmental Services	\$ 77,412	\$ 76,316	\$ 76,347	\$ 66,216
Supplies	\$ 320,704	\$ 274,912	\$ 424,023	\$ 324,100
Capital Outlay & Leases	\$ 9,794,977	\$ 8,633,451	\$ 7,762,740	\$ 270,000
Grants & Contributions Issued	\$ 100	\$ -	\$ 100	\$ -
<b>Total Expenditures</b>	<b>\$ 13,835,366</b>	<b>\$ 13,065,936</b>	<b>\$ 12,872,570</b>	<b>\$ 5,355,056</b>
% Inc/Dec	-13%	-6%	-1%	-58%
<b>Revenues less Expenditures</b>	<b>\$ 536,664</b>	<b>\$ 107,587</b>	<b>\$ (442,109)</b>	<b>\$ 11,406</b>
% Inc/Dec	-117%	-80%	-511%	-103%
Beginning Fund Balance	\$ 2,466,555	\$ 3,003,218	\$ 3,110,805	\$ 2,668,696
Ending Fund Balance	\$ 3,003,218	\$ 3,110,805	\$ 2,668,696	\$ 2,680,102

- Federal grants in previous years relate to capital projects partially funded by the Federal Aviation Administration (FAA). No new projects are budgeted for 2019.
- Primarily due to the airport terminal renovation, an increase of seven part time curbside and terminal services employees were added to this 2019 budget.
- Capital outlay and leases in 2018 includes the FAA funded airport north apron project.

# Eagle County Air Terminal Corporation (Blended Component Unit)

The Eagle County Air Terminal Corporation manages the day to day operations of the terminal at the Eagle County Regional Airport.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$21,280,680	N/A		\$388.53	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Rents & Royalties	\$ 5,261,305	\$ 4,807,471	\$ 4,799,730	\$ 4,799,719
Charges For Services	\$ 567,614	\$ 870,170	\$ 767,152	\$ 764,004
Investment Earnings	\$ 4,439	\$ 188,732	\$ 24,000	\$ 24,000
<b>Total Revenues</b>	<b>\$ 5,833,358</b>	<b>\$ 5,866,373</b>	<b>\$ 5,590,882</b>	<b>\$ 5,587,723</b>
% Inc/Dec	8%	1%	-5%	0%
<i>Expenditures</i>				
Purchased Services	\$ 1,782,613	\$ 1,772,515	\$ 2,007,261	\$ 2,306,984
Depreciation & Amortization	\$ 1,529,655	\$ 1,437,082	\$ 1,581,240	\$ -
Interest Expense	\$ 513,025	\$ 639,692	\$ 1,698,720	\$ 1,666,125
Principal Payments	\$ -	\$ -	\$ -	\$ 800,000
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ 22,095,294
<b>Total Expenditures</b>	<b>\$ 3,825,293</b>	<b>\$ 3,849,289</b>	<b>\$ 5,287,221</b>	<b>\$ 26,868,403</b>
% Inc/Dec	-1%	1%	37%	408%
<b>Revenues less Expenditures</b>	<b>\$ 2,008,065</b>	<b>\$ 2,017,084</b>	<b>\$ 303,661</b>	<b>\$ (21,280,680)</b>
% Inc/Dec	31%	0%	-85%	-7108%
Beginning Net Position	\$ 24,155,169	\$ 26,163,234	\$ 27,490,927	\$ 27,794,588
Ending Net Position	\$ 26,163,234	\$ 27,490,927	\$ 27,794,588	\$ 6,513,908

- Revenues for 2019 are budgeted to remain flat with 2018 estimated revenues.
- Beginning in 2019, we are using the modified accrual basis for budgeting, so we will not budget depreciation costs, however will budget capital outlays and the reduction of principal loan balances through the principal payments line item. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- The airport terminal renovation project is adding approximately 50,000 square feet to the terminal, including expanded hold rooms, a reconfigured TSA security checkpoint area, enhanced concessions, and passenger jet loading bridges to four of the six new gates. The project is expected to be completed by the end of 2019, but will have an effect on operating expenditures prior to completion. \$13.2m of the project was completed prior to 2019 and the remaining \$21.1m is budgeted to be completed in 2019.
- Other capital outlay and leases includes \$400k for shared gate technology, \$300k for outbound baggage equipment reconfiguration, and \$300k for various improvements to the existing terminal building.
- Purchases services increased \$300k, of which \$200k relates to resources for the expanded terminal, including cleaning, utilities, and gate technology support. The increase is also caused by additional \$100k of legal support needed through terminal expansion project.

## Conservation Trust Fund (Special Revenue Fund)

This fund accounts for State of Colorado lottery proceeds that are restricted to parks and recreation expenditures.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$4,499	N/A		\$0.08	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
State & Local Grants	\$ 136,459	\$ 121,352	\$ 120,000	\$ 120,000
<b>Total Revenues</b>	<b>\$ 136,459</b>	<b>\$ 121,352</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
% Inc/Dec	17%	-11%	-1%	0%
<i>Expenditures</i>				
Purchased Services	\$ 109,253	\$ 102,417	\$ 110,501	\$ 110,501
Supplies	\$ 3,072	\$ -	\$ 10,499	\$ 5,000
Capital Outlay & Leases	\$ -	\$ -	\$ 275,000	\$ -
<b>Total Expenditures</b>	<b>\$ 112,325</b>	<b>\$ 102,417</b>	<b>\$ 396,000</b>	<b>\$ 115,501</b>
% Inc/Dec	-9%	-9%	287%	-71%
<b>Revenues less Expenditures</b>	<b>\$ 24,134</b>	<b>\$ 18,935</b>	<b>\$ (276,000)</b>	<b>\$ 4,499</b>
% Inc/Dec	-453%	-22%	-1558%	-102%
Beginning Fund Balance	\$ 294,720	\$ 318,854	\$ 337,788	\$ 61,788
Ending Fund Balance	\$ 318,854	\$ 337,788	\$ 61,788	\$ 66,287

- This fund is restricted to specific allowable uses and is primarily used to fund maintenance and repairs at Freedom Park in Edwards.
- In 2018, we utilized fund balance to pay a portion of the construction of the Eagle to Horn Ranch portion of the Eagle Valley Trail.

## 800 MHz Fund (Special Revenue Fund)

This fund accounts for revenues received for the maintenance of the county's microwave radio system used in law enforcement.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$79,246	1.00		\$1.45	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 569,868	\$ 573,143	\$ 576,398	\$ 574,891
Rents & Royalties	\$ 8,756	\$ 10,734	\$ 8,800	\$ 15,600
Miscellaneous	\$ 50,136	\$ 3,893	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 628,760</b>	<b>\$ 587,770</b>	<b>\$ 585,198</b>	<b>\$ 590,491</b>
% Inc/Dec	15%	-7%	0%	1%
<i>Expenditures</i>				
FTEs	1.10	1.10	1.10	1.00
Salaries & Benefits	\$ 106,873	\$ 110,812	\$ 114,846	\$ 104,112
Training Benefits	\$ (1,269)	\$ 5,017	\$ 6,000	\$ 6,000
Purchased Services	\$ 116,122	\$ 107,677	\$ 171,537	\$ 145,514
Interdepartmental Services	\$ 8,157	\$ 10,023	\$ 10,489	\$ 10,207
Supplies	\$ 93,615	\$ 19,345	\$ 110,162	\$ 165,412
Capital Outlay & Leases	\$ 319,724	\$ 364,374	\$ 430,000	\$ 80,000
<b>Total Expenditures</b>	<b>\$ 643,223</b>	<b>\$ 617,248</b>	<b>\$ 843,034</b>	<b>\$ 511,245</b>
% Inc/Dec	-8%	-4%	37%	-39%
<b>Revenues less Expenditures</b>	<b>\$ (14,462)</b>	<b>\$ (29,478)</b>	<b>\$ (257,836)</b>	<b>\$ 79,246</b>
% Inc/Dec	-90%	104%	775%	-131%
Beginning Fund Balance	\$ 1,116,904	\$ 1,102,441	\$ 1,072,963	\$ 815,127
Ending Fund Balance	\$ 1,102,441	\$ 1,072,963	\$ 815,127	\$ 894,373

- Expenditures are budgeted to decrease significantly for this fund because infrastructure improvements at Dotsero and Lower Dowd were completed in 2018.

## Emergency Reserve (TABOR) Fund

This fund holds emergency funds, which are set aside in compliance with Article X, Section 20 of the Colorado constitution.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$27,000	N/A		\$0.49	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Investment Earnings	\$ 16,377	\$ 27,097	\$ 13,150	\$ 27,000
Interfund Transfers In	\$ -	\$ 335,000	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 16,377</b>	<b>\$ 362,097</b>	<b>\$ 13,150</b>	<b>\$ 27,000</b>
% Inc/Dec	21%	2111%	-96%	105%
<b>Revenues less Expenditures</b>				
	<b>\$ 16,377</b>	<b>\$ 362,097</b>	<b>\$ 13,150</b>	<b>\$ 27,000</b>
% Inc/Dec	21%	2111%	-96%	105%
Beginning Fund Balance	\$ 2,285,325	\$ 2,301,701	\$ 2,663,799	\$ 2,676,949
Ending Fund Balance	\$ 2,301,701	\$ 2,663,799	\$ 2,676,949	\$ 2,703,949

- The Taxpayer's Bill of Rights (TABOR) requires local governments to establish an emergency reserve to be used for declared emergencies only. The reserve is calculated at 3% of fiscal year spending, excluding bonded principal payments and enterprise spending.

## Public Health Fund (Special Revenue Fund)

The Eagle County public health department aims to improve health outcomes. Programs include: prenatal, nurse family partnership, women, infants and children, family planning, immunizations, emergency preparedness, health promotion, healthy aging and vital statistics.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$251,690	30.42		\$4.60	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Intergovernmental Revenue	\$ 10,878	\$ -	\$ 23,060	\$ 23,060
Federal Grants	\$ 595,403	\$ 628,268	\$ 549,653	\$ 531,349
State & Local Grants	\$ 1,092,616	\$ 1,226,639	\$ 1,152,141	\$ 918,454
Charges For Services	\$ 266,663	\$ 194,240	\$ 194,932	\$ 140,050
Investment Earnings	\$ 9,918	\$ 18,553	\$ 16,441	\$ 15,000
Miscellaneous	\$ 4,139	\$ 1,007	\$ -	\$ -
Interfund Transfers In	\$ 1,696,480	\$ 1,771,375	\$ 1,271,375	\$ 1,800,000
<b>Total Revenues</b>	<b>\$ 3,676,098</b>	<b>\$ 3,840,083</b>	<b>\$ 3,207,602</b>	<b>\$ 3,427,913</b>
% Inc/Dec	22%	4%	-16%	7%
<i>Expenditures</i>				
FTEs	28.34	29.49	30.17	30.42
Salaries & Benefits	\$ 2,579,375	\$ 2,593,057	\$ 2,878,010	\$ 2,797,168
Training Benefits	\$ 29,717	\$ 22,855	\$ 27,016	\$ 32,297
Purchased Services	\$ 736,386	\$ 810,307	\$ 841,722	\$ 648,559
Interdepartmental Services	\$ 37,298	\$ 42,881	\$ 37,454	\$ 36,414
Supplies	\$ 236,599	\$ 210,963	\$ 211,499	\$ 165,165
<b>Total Expenditures</b>	<b>\$ 3,619,375</b>	<b>\$ 3,680,063</b>	<b>\$ 3,995,701</b>	<b>\$ 3,679,603</b>
% Inc/Dec	26%	2%	9%	-8%
<b>Revenues less Expenditures</b>	<b>\$ 56,723</b>	<b>\$ 160,020</b>	<b>\$ (788,099)</b>	<b>\$ (251,690)</b>
% Inc/Dec	-60%	182%	-593%	-68%
Beginning Fund Balance	\$ 886,839	\$ 943,561	\$ 1,103,581	\$ 315,482
Ending Fund Balance	\$ 943,561	\$ 1,103,581	\$ 315,482	\$ 63,792

- The cancer, cardiovascular and chronic disease (CCPD) grant ended in June 2018 and the tobacco prevention scope changed with Pitkin County offering a regional role in that work. Both of these program changes resulted in reduced grant funding for 2019.
- Transfer in from the general fund was increased to \$1.8 million in 2019.
- Salaries and benefits increased because several staff positions were changed from part time benefited (0.75 or 0.8 FTE) to full time positions. Additionally, a healthy aging kitchen assistant position was increased by 0.25 FTE.
- A new program was added - Mobile Intercultural Resource Alliance (MIRA).
- Changes to the regional tobacco prevention role, CCPD grant related work, and transitioning the family planning program to Mountain Family Health Centers decreased budgeted purchased services and supplies.

## Mental Health Fund (Special Revenue Fund)

Eagle County resolution 2018-07 authorized the formation of this fund for the oversight of the marijuana sales and excise tax, which was approved by Eagle County voters in 2017. This fund will provide transparency and accountability with public and private entities along with general oversight and monitoring of activities and contracts funded by this tax.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$0	N/A		\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Sales & Use Taxes	\$ -	\$ -	\$ 500,000	\$ 500,000
Interfund Transfers In	\$ -	\$ -	\$ 500,000	\$ -
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 500,000</b>
% Inc/Dec	n/a	n/a	n/a	-50%
<i>Expenditures</i>				
Purchased Services	\$ -	\$ -	\$ 618,000	\$ 496,000
Interdepartmental Services	\$ -	\$ -	\$ -	\$ 4,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 618,000</b>	<b>\$ 500,000</b>
% Inc/Dec	n/a	n/a	n/a	-19%
<b>Revenues less Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 382,000</b>	<b>\$ -</b>
% Inc/Dec	n/a	n/a	n/a	-100%
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 382,000
Ending Fund Balance	\$ -	\$ -	\$ 382,000	\$ 382,000

- Purchased services for 2019 include jail and school based mental health counselors, and funding for the Hope Center and Mind Springs Health.

## Open Space Fund and Preservation Fund (Special Revenue Fund)

Approved by voters in 2002, the Eagle County open space program is funded by a dedicated 1.5 mill levy tax on property. The open space fund uses these funds for the express purpose of supporting activities and costs associated with the acquisition and preservation of open space.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$3,345,034	3.65		\$61.07	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 4,383,505	\$ 4,407,896	\$ 4,604,673	\$ 4,631,448
Sales & Use Taxes	\$ -	\$ -	\$ -	\$ -
State & Local Grants	\$ 3,000	\$ 1,929,461	\$ 11,636	\$ 3,000
Charges For Services	\$ 4,335	\$ 12,688	\$ -	\$ -
Investment Earnings	\$ 45,891	\$ 45,875	\$ 40,509	\$ 33,500
Rents & Royalties	\$ 875	\$ 7,225	\$ 15,700	\$ 15,700
Miscellaneous	\$ 1,783	\$ 456,166	\$ -	\$ -
Interfund Transfers In	\$ 100,000	\$ 4,350,000	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 4,539,387</b>	<b>\$ 11,209,310</b>	<b>\$ 4,672,518</b>	<b>\$ 4,683,648</b>
% Inc/Dec	8%	147%	-58%	0%
<i>Expenditures</i>				
FTEs	1.83	2.08	2.20	3.65
Salaries & Benefits	\$ 247,822	\$ 295,552	\$ 249,237	\$ 357,608
Training Benefits	\$ 1,494	\$ 1,306	\$ 2,575	\$ 3,375
Purchased Services	\$ 320,480	\$ 260,829	\$ 695,665	\$ 490,339
Interdepartmental Services	\$ 139,178	\$ 146,976	\$ 163,151	\$ 146,970
Supplies	\$ 30,693	\$ 14,855	\$ 74,770	\$ 90,322
Capital Outlay & Leases	\$ -	\$ 13,490,430	\$ 839,050	\$ 250,000
Grants & Contributions Issued	\$ 2,500,124	\$ -	\$ -	\$ -
Transfers Out	\$ 100,000	\$ 1,750,000	\$ 2,600,000	\$ -
<b>Total Expenditures</b>	<b>\$ 3,339,792</b>	<b>\$ 15,959,948</b>	<b>\$ 4,624,448</b>	<b>\$ 1,338,614</b>
% Inc/Dec	33%	378%	-71%	-71%
<b>Revenues less Expenditures</b>	<b>\$ 1,199,596</b>	<b>\$ (4,750,638)</b>	<b>\$ 48,070</b>	<b>\$ 3,345,034</b>
% Inc/Dec	-29%	-496%	-101%	6859%
Beginning Fund Balance	\$ 3,865,520	\$ 5,065,115	\$ 314,477	\$ 362,547
Ending Fund Balance	\$ 5,065,115	\$ 314,477	\$ 362,547	\$ 3,707,581

- Both the open space and open space preservation funds are combined in the above table.
- We are budgeting for revenues to remain flat for this fund.
- Salaries and benefits will increase in 2019 because of the addition of two positions - a full time education and outreach specialist and a part time seasonal resource technician.
- Capital outlay and leases was budgeted at \$250,000 which will fund due diligence related to the acquisition of a property. Should the fund move forward with the purchase of any properties, it will request the appropriate budget amount through the budget amendment (supplemental) process.
- In 2018, this fund made a transfer out to the general fund related to the 2017 purchase of the Brush Creek Valley Ranch and Open Space parcel.

## Capital Improvements (CIP) Fund

This fund receives 35% of the 1% Eagle County sales tax (authorized by voters in 1981) which is dedicated to be used for capital improvements or related debt repayment.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$2,231,869	N/A		\$40.75	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 178,249	\$ 179,251	\$ 187,275	\$ 188,313
Sales & Use Taxes	\$ 5,720,951	\$ 5,778,733	\$ 6,062,517	\$ 6,123,142
Investment Earnings	\$ 1,576	\$ 1,998	\$ -	\$ -
Rents & Royalties	\$ 1,210,398	\$ 1,193,250	\$ -	\$ -
Miscellaneous	\$ 6,243	\$ 204	\$ -	\$ -
Interfund Transfers In	\$ 1,625,022	\$ 1,585,500	\$ 15,852	\$ -
<b>Total Revenues</b>	<b>\$ 8,742,439</b>	<b>\$ 8,738,936</b>	<b>\$ 6,265,644</b>	<b>\$ 6,311,455</b>
% Inc/Dec	-73%	0%	-28%	1%
<i>Expenditures</i>				
Training Benefits	\$ 769	\$ 3,139	\$ -	\$ -
Purchased Services	\$ 298,887	\$ 413,684	\$ 582,619	\$ 545,000
Supplies	\$ 505,092	\$ 447,118	\$ 498,018	\$ 324,939
Capital Outlay & Leases	\$ 3,007,215	\$ 2,093,513	\$ 8,372,855	\$ 1,566,547
Grants & Contributions Issued	\$ -	\$ 50,505	\$ -	\$ -
Interdepartmental Services	\$ 62,428	\$ 63,071	\$ 57,966	\$ 65,000
Principal Payments	\$ 1,990,000	\$ 2,015,000	\$ 2,065,000	\$ 940,000
Interest Expense	\$ 798,077	\$ 760,500	\$ 700,050	\$ 638,100
Transfers Out	\$ 3,332,840	\$ 3,060,500	\$ 15,852	\$ -
<b>Total Expenditures</b>	<b>\$ 9,995,307</b>	<b>\$ 8,907,029</b>	<b>\$ 12,292,360</b>	<b>\$ 4,079,586</b>
% Inc/Dec	-69%	-11%	38%	-67%
<b>Revenues less Expenditures</b>	<b>\$ (1,252,868)</b>	<b>\$ (168,094)</b>	<b>\$ (6,026,716)</b>	<b>\$ 2,231,869</b>
% Inc/Dec	-4052%	-87%	3485%	-137%
Beginning Fund Balance	\$ 9,264,041	\$ 8,011,173	\$ 7,843,080	\$ 1,816,364
Ending Fund Balance	\$ 8,011,173	\$ 7,843,080	\$ 1,816,364	\$ 4,048,233

- This budget table shows the CIP fund combined with the Justice Center Financing Authority capital projects fund and the Joint Maintenance Service Center debt service fund. The Justice Center (2018) and MSC (2016) funds are no longer being utilized and all related debt service payments will be paid directly from the CIP fund.
- Justice Center COP payment - \$1,578,100 is budgeted for principal payments and interest expense related to the Justice Center COP refunding completed in 2015. The final payment related to the Joint Maintenance Service Center was made in 2018.

- Old Courthouse remodel - \$576,360 is budgeted for the renovation of the Old Courthouse building located on the main Eagle County campus. The department of human services utilizes this building, and needs to reconfigure the space to meet the current needs of both its staff and clients.
- Coroner building - \$281,000 is budgeted to complete the build out of the new office space acquired for this use in 2017. Office space and a conference room will be added to the existing warehouse space.
- Eagle County Building parking lot rehabilitation - \$225,000 is budgeted to mill and overlay the entire parking lot and eliminate safety concerns for this heavily used lot.
- Storage area network replacement - \$175,939 is budgeted to replace the county's storage area network which was originally purchased in 2013 and stores the majority of on premise county data. The product will go off of vendor maintenance in 2019.
- Capital maintenance - \$175,000 is budgeted for planned replacements, preventative maintenance and scheduled improvements throughout all of Eagle County's buildings. The facilities team maintains a schedule for all building components and uses it to guide the use of these funds.
- Snow Removal Equipment building 50-kw solar project - \$125,000 is budgeted to add solar to the Snow Removal Equipment building located at the Eagle County Regional Airport. This project will make the project net zero for electricity and has a 12-year payback.
- Charging station and solar panels at the El Jebel Community Center - \$115,000 is budgeted to install an electric vehicle charging station and solar panels at the El Jebel Community Center. The expected return on investment for the solar is 8%.
- Technology infrastructure replacement needs - \$114,000 is budgeted for a variety of IT related projects, including server replacements, network equipment replacement and core switching equipment and other network equipment upgrades.
- Airport insulation improvements - \$106,187 is budgeted to add insulation and conduct air sealing to the airport terminal attic spaces while it is under construction. We project annual cost savings of \$14,000 and greenhouse gas emissions reduction of 109 tons.
- East Brush Creek bridge repairs - \$100,000 is budgeted for repairs on scoured bridge abutments and to install grouted rip rap in the creek channel under the East Brush Creek bridge. This work will extend the life of the bridge by keeping water from undermining the bridge abutments.
- Road and bridge storage shed - \$100,000 is budgeted to build an open face equipment storage shed at the northwest shop. This shed will protect equipment that is currently exposed to and stored in the elements.
- Employee showers - \$75,000 is budgeted to construct showers for employee use in the main campus Eagle County Building. Showers will promote the county's wellness program.
- Justice Center restroom upgrades - \$70,000 is budgeted to update and expand the original restrooms that were built in 1985. Given the heavier use of these restrooms, additional toilets will be added.
- Statutory Treasurer fees of \$65,000 are budgeted for 2019.
- Window replacement - \$50,000 is budgeted to replace windows at the El Jebel Community Center. The windows are fogging and at the end of their useful life.
- Bleachers at the Eagle County Fairgrounds - \$50,000 is budgeted to add bleachers to the fairgrounds. The rodeo consistently sells out, and additional seats will allow for additional revenue.
- Justice Center carpeting - \$45,000 is budgeted to replace the carpeting in the Justice Center main hallway. This is a heavily used corridor and the carpet is worn and needs replacing.
- Network segmentation controls - \$35,000 is budgeted to upgrade security and network accessibility.
- Intellisprayer - \$18,000 is budgeted to purchase a new sprayer for the vegetation management department.

## Landfill Fund (Enterprise Fund)

The landfill provides a solid waste facility for Eagle County residents and an environmentally safe containment area for all acceptable refuse while ensuring compliance with federal, state, and county regulations.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$662,417	12.85		\$12.09	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
State & Local Grants	\$ 13,279	\$ 41,082	\$ 20,437	\$ -
Charges For Services	\$ 3,373,937	\$ 3,274,587	\$ 3,060,730	\$ 3,381,100
Licenses, Permits, Sales & Fines	\$ 233,115	\$ 235,515	\$ 155,500	\$ 219,000
Miscellaneous	\$ 270	\$ 10,352	\$ -	\$ -
Interfund Transfers In	\$ 52,693	\$ 89,005	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 3,673,294</b>	<b>\$ 3,650,541</b>	<b>\$ 3,236,667</b>	<b>\$ 3,600,100</b>
% Inc/Dec	5%	-1%	-11%	11%
<i>Expenditures</i>				
FTEs	12.20	11.50	12.85	12.85
Salaries & Benefits	\$ 1,010,154	\$ 969,444	\$ 1,089,623	\$ 1,087,530
Training Benefits	\$ 5,491	\$ 3,335	\$ 12,900	\$ 9,200
Purchased Services	\$ 801,237	\$ 876,872	\$ 1,285,973	\$ 778,219
Interdepartmental Services	\$ 528,355	\$ 629,335	\$ 703,571	\$ 766,393
Intergovernmental Expenditures	\$ 87,327	\$ 86,693	\$ 108,645	\$ 108,646
Supplies	\$ 93,212	\$ 85,238	\$ 153,880	\$ 124,695
Capital Outlay & Leases	\$ 33,014	\$ 63,820	\$ 100,000	\$ -
Depreciation & Amortization	\$ 38,831	\$ (772,697)	\$ 400,000	\$ -
Grants & Contributions Issued	\$ 40,000	\$ 126,368	\$ 330,292	\$ 63,000
<b>Total Expenditures</b>	<b>\$ 2,637,621</b>	<b>\$ 2,068,408</b>	<b>\$ 4,184,884</b>	<b>\$ 2,937,683</b>
% Inc/Dec	-21%	-22%	102%	-30%
<b>Revenues less Expenditures</b>	<b>\$ 1,035,673</b>	<b>\$ 1,582,133</b>	<b>\$ (948,217)</b>	<b>\$ 662,417</b>
% Inc/Dec	621%	53%	-160%	-170%
Beginning Net Position	\$ 13,070,103	\$ 13,721,750	\$ 14,897,496	\$ 13,949,279
Ending Net Position	\$ 13,721,750	\$ 14,897,496	\$ 13,949,279	\$ 14,611,696

- Revenues budgeted for 2019 are projected to be similar to 2017 revenues. Given trends we are seeing in 2018, we believe this will be a reasonable estimate.
- Beginning in 2019, we are using the modified accrual basis for budgeting, so we will not budget depreciation or closure and post closure costs, however will budget capital outlays. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- Purchased services decreased because several items were in the 2018 budget that will not continue into 2019, including a regional study to optimize waste.

## Motor Pool Fund (Internal Service Fund)

The motor pool fund provides all county departments with vehicles and other equipment, repairs and maintenance. It also contracts with several state and local entities to provide a quality, cost effective alternative to retail fleet maintenance and repair.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$234,278	16.00		\$4.28	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Internal Service Fund Charges	\$ 4,873,264	\$ 5,921,687	\$ 6,438,242	\$ 6,298,682
Interfund Transfers In	\$ 43,093	\$ -	\$ -	\$ -
Miscellaneous	\$ 167,001	\$ 191,785	\$ 299,378	\$ 231,123
<b>Total Revenues</b>	<b>\$ 5,083,358</b>	<b>\$ 6,113,472</b>	<b>\$ 6,737,620</b>	<b>\$ 6,529,805</b>
% Inc/Dec	2%	20%	10%	-3%
<i>Expenditures</i>				
FTEs	15.10	15.00	16.00	16.00
Salaries & Benefits	\$ 953,749	\$ 1,044,901	\$ 1,495,409	\$ 1,368,603
Training Benefits	\$ 3,917	\$ 6,778	\$ 10,500	\$ 20,762
Purchased Services	\$ 441,573	\$ 468,832	\$ 577,519	\$ 473,813
Interdepartmental Services	\$ 88,895	\$ 86,436	\$ 110,157	\$ 144,316
Supplies	\$ 1,123,093	\$ 1,511,013	\$ 2,379,951	\$ 2,072,890
Capital Outlay & Leases	\$ 798,081	\$ 1,555,505	\$ 2,328,877	\$ 2,683,699
Depreciation & Amortization	\$ -	\$ -	\$ 850,000	\$ -
<b>Total Expenditures</b>	<b>\$ 3,409,307</b>	<b>\$ 4,673,464</b>	<b>\$ 7,752,413</b>	<b>\$ 6,764,083</b>
% Inc/Dec	-9%	37%	66%	-13%
<b>Revenues less Expenditures</b>	<b>\$ 1,674,051</b>	<b>\$ 1,440,007</b>	<b>\$ (1,014,793)</b>	<b>\$ (234,278)</b>
% Inc/Dec	33%	-14%	-170%	-77%
Beginning Net Position	\$ 13,691,989	\$ 14,712,357	\$ 16,025,331	\$ 15,010,538
Ending Net Position	\$ 14,712,357	\$ 16,025,331	\$ 15,010,538	\$ 14,776,260

- Revenue has declined slightly because we are delaying replacement of light vehicles in 2018 until we have the results of a fleet optimization study.
- Salaries and benefits are lower in 2019 as changes were incurred that will lower the overall staffing costs of the department.
- Capital outlay and leases represent the replacement of vehicles.
- Beginning in 2019, we are using the modified accrual basis for budgeting, so we will not budget depreciation costs. These amount will be added, as necessary, to reconcile this budget basis of accounting to the accounting method used within the county's comprehensive annual financial report.

## Insurance Reserve Fund (Internal Service Fund)

The insurance reserve fund has been established to accumulate funds to pay the county's annual casualty and property contribution to the Colorado Counties Casualty and Property Pool, as well as all deductibles resulting from claims. A property tax mill levy provides a source of revenue for this fund.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$0	N/A		\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Property Taxes	\$ 157,779	\$ 158,677	\$ 165,790	\$ 166,734
Insurance Premiums & Proceeds	\$ 308,413	\$ 419,450	\$ 447,559	\$ 467,487
<b>Total Revenues</b>	<b>\$ 466,192</b>	<b>\$ 578,126</b>	<b>\$ 613,349</b>	<b>\$ 634,221</b>
% Inc/Dec	36%	24%	6%	3%
<i>Expenditures</i>				
Purchased Services	\$ 466,504	\$ 540,514	\$ 788,966	\$ 629,221
Interdepartmental Services	\$ 4,724	\$ 4,750	\$ 6,766	\$ 5,000
<b>Total Expenditures</b>	<b>\$ 471,228</b>	<b>\$ 545,264</b>	<b>\$ 795,732</b>	<b>\$ 634,221</b>
% Inc/Dec	85%	16%	46%	-20%
<b>Revenues less Expenditures</b>	<b>\$ (5,036)</b>	<b>\$ 32,862</b>	<b>\$ (182,383)</b>	<b>\$ -</b>
% Inc/Dec	-106%	-753%	-655%	-100%
Beginning Fund Balance	\$ 295,025	\$ 289,989	\$ 322,851	\$ 140,468
Ending Fund Balance	\$ 289,989	\$ 322,851	\$ 140,468	\$ 140,468

- We are projecting a slight increase in premiums and insurance proceeds for 2019.
- Purchased services is estimated to be significantly higher in 2018 than we are budgeting for 2019. We believe that 2018 was an anomaly given the increased number and cost of insurance claims and have budgeted 2019 to be on a more even trend line with previous years. Should insurance costs increase to 2018 levels or higher, we will use the budget amendment (supplemental) process to adjust the 2019 budget.

## Health Insurance Fund (Internal Service Fund)

The health insurance fund has been established to account for the health insurance plans provided by the county to its employees. The premiums charged are allocated to the county funds that employ those covered by the health insurance plans.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$2,576,388	N/A		\$47.04	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Internal Service Fund Charges	\$ 11,038,996	\$ 10,880,812	\$ 9,941,056	\$ 8,087,439
Miscellaneous	\$ 32,281	\$ 84,578	\$ 35,000	\$ -
<b>Total Revenues</b>	<b>\$ 11,071,277</b>	<b>\$ 10,965,390</b>	<b>\$ 9,976,056</b>	<b>\$ 8,087,439</b>
% Inc/Dec	15%	-1%	-9%	-19%
<i>Expenditures</i>				
Salaries & Benefits	\$ 10,354,293	\$ 7,672,687	\$ 9,652,421	\$ 9,977,293
Purchased Services	\$ 286,826	\$ 225,563	\$ 323,635	\$ 686,534
<b>Total Expenditures</b>	<b>\$ 10,641,119</b>	<b>\$ 7,898,250</b>	<b>\$ 9,976,056</b>	<b>\$ 10,663,827</b>
% Inc/Dec	26%	-26%	26%	7%
<b>Revenues less Expenditures</b>	<b>\$ 430,158</b>	<b>\$ 3,067,139</b>	<b>\$ -</b>	<b>\$ (2,576,388)</b>
% Inc/Dec	-63%	613%	-100%	n/a
Beginning Fund Balance	\$ 4,826,407	\$ 5,256,565	\$ 8,323,704	\$ 8,323,704
Ending Fund Balance	\$ 5,256,565	\$ 8,323,704	\$ 8,323,704	\$ 5,747,316

- Revenue for this fund is budgeted to be 19% lower than the 2018 estimate. This represents a strategic use of the health insurance fund balance which is budgeted to decrease by \$2.6 million (31%) in 2019. This is a purposeful, yet short term, decrease. The county's health insurance consultant recommends a fund balance of between 16%-30% of net claims. Eagle County's net claims have averaged \$7.2 million over the past 5 years, so a fund balance of between \$1.1 million and \$2.2 million is appropriate. The utilization of fund balance in 2019 will bring this closer to our targeted balance. The decreased revenue for this fund equates to lower expenditures in the other county funds with employees who participate in the county's health insurance plan.
- An administrative fee equal to 5.5% of expenditures was added to this fund. The administrative fee is paid to the general fund which manages the health insurance program.

## Housing Operations Fund (Special Revenue Fund)

The housing operations fund is utilized primarily to fund salaries and benefits for all housing staff, much of which is reimbursed from the related housing properties. The revenue from this fund comes from reimbursements from the Eagle County Housing and Development Authority (ECHDA) and its affiliated housing projects and programs where staff perform property management and maintenance and other housing related duties.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$0	5.40		\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 682,401	\$ 633,468	\$ 971,117	\$ 968,762
Miscellaneous	\$ 1,323	\$ 614	\$ -	\$ -
Interfund Transfers In	\$ 1,000,000	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 1,683,724</b>	<b>\$ 634,082</b>	<b>\$ 971,117</b>	<b>\$ 968,762</b>
% Inc/Dec	207%	-62%	53%	0%
<i>Expenditures</i>				
FTEs	4.95	4.95	5.40	5.40
Salaries & Benefits	\$ 386,308	\$ 373,922	\$ 624,769	\$ 618,988
Purchased Services	\$ 306,091	\$ 250,561	\$ 339,958	\$ 344,774
Supplies	\$ 200	\$ 33	\$ 652	\$ -
Grants & Contributions Issued	\$ -	\$ 500,000	\$ 500,000	\$ -
Interdepartmental Services	\$ -	\$ -	\$ -	\$ 5,000
<b>Total Expenditures</b>	<b>\$ 692,599</b>	<b>\$ 1,124,516</b>	<b>\$ 1,465,379</b>	<b>\$ 968,762</b>
% Inc/Dec	14%	62%	30%	-34%
<b>Revenues less Expenditures</b>	<b>\$ 991,125</b>	<b>\$ (490,434)</b>	<b>\$ (494,262)</b>	<b>\$ -</b>
% Inc/Dec	-1846%	-149%	1%	-100%
Beginning Fund Balance	\$ 392,193	\$ 1,383,318	\$ 892,884	\$ 398,622
Ending Fund Balance	\$ 1,383,318	\$ 892,884	\$ 398,622	\$ 398,622

- Charges for services include wage reimbursements and a payment from the Eagle County Housing and Development Authority for work that Eagle County staff does for ECHDA.
- Purchased services is the administrative fee paid by this fund to the general fund.

## Housing Loan Fund (Special Revenue Fund)

The county's down payment assistance loan program was established in 1997 to make loans to citizens of Eagle County to assist them in becoming homeowners. Loans were made from this fund from 1998 to 2010, after which time all new loans were made by the Eagle County Housing and Development Authority.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$270,000	N/A		\$4.93	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Expenditures</i>				
Purchased Services	\$ 343,240	\$ 221,084	\$ 320,000	\$ 270,000
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 343,240</b>	<b>\$ 221,084</b>	<b>\$ 320,000</b>	<b>\$ 270,000</b>
% Inc/Dec	204%	-36%	45%	-16%
<b>Revenues less Expenditures</b>	<b>\$ (343,240)</b>	<b>\$ (221,084)</b>	<b>\$ (320,000)</b>	<b>\$ (270,000)</b>
% Inc/Dec	204%	-36%	45%	-16%
Beginning Fund Balance	\$ 1,877,111	\$ 1,533,871	\$ 1,312,787	\$ 992,787
Ending Fund Balance	\$ 1,533,871	\$ 1,312,787	\$ 992,787	\$ 722,787

- Activity in this fund relates to the repayment of existing down payment assistance loans.

# Eagle County Housing and Development Authority (Blended Component Unit)

The mission of the Eagle County Housing and Development Authority (ECHDA) is to provide innovative, affordable housing solutions to the working people, elderly and disadvantaged members of the Eagle County community. The board of county commissioners serve ex officio as the board of ECHDA.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$327,700	N/A		\$5.98	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 926,895	\$ 841,838	\$ 639,897	\$ 647,103
State & Local Grants	\$ 12,500	\$ -	\$ 500,000	\$ -
<b>Total Revenues</b>	<b>\$ 939,395</b>	<b>\$ 841,838</b>	<b>\$ 1,139,897</b>	<b>\$ 647,103</b>
% Inc/Dec	56%	-10%	35%	-43%
<i>Expenditures</i>				
Purchased Services	\$ 95,573	\$ 920,268	\$ 919,949	\$ 974,803
Capital Outlay & Leases	\$ -	\$ -	\$ 1,058,261	\$ -
<b>Total Expenditures</b>	<b>\$ 95,573</b>	<b>\$ 920,268</b>	<b>\$ 1,978,210</b>	<b>\$ 974,803</b>
% Inc/Dec	-95%	863%	115%	-51%
<b>Revenues less Expenditures</b>	<b>\$ 843,823</b>	<b>\$ (78,430)</b>	<b>\$ (838,313)</b>	<b>\$ (327,700)</b>
% Inc/Dec	-168%	-109%	969%	-61%
Beginning Net Position	\$ 14,041,879	\$ 14,195,544	\$ 14,898,953	\$ 14,060,640
Ending Net Position	\$ 14,195,544	\$ 14,898,953	\$ 14,060,640	\$ 13,732,940

- The ECHDA fund budgeted to purchase some properties and land in 2018, however did not budget to continue that in 2019.
- In the county's comprehensive annual financial report, Eagle County Housing and Development Authority is consolidated with The Valley Home Store and Lake Creek Village Apartments, collectively referred to as ECHDA.

# The Valley Home Store (Blended Component Unit)

The Valley Home Store LLC's creation was authorized by Eagle County Housing and Development Authority Resolution 2009-043 to administer a variety of housing programs, including the sale of deed restricted housing stock and down payment assistance loan programs.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$19,691	2.00		\$0.36	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 168,561	\$ 219,100	\$ 221,750	\$ 202,650
<b>Total Revenues</b>	<b>\$ 168,561</b>	<b>\$ 219,100</b>	<b>\$ 221,750</b>	<b>\$ 202,650</b>
% Inc/Dec	0%	30%	1%	-9%
<i>Expenditures</i>				
FTEs	1.50	2.00	2.00	2.00
Salaries & Benefits	\$ 139,929	\$ 142,171	\$ 176,465	\$ 150,141
Purchased Services	\$ 24,286	\$ 29,709	\$ 36,441	\$ 32,818
<b>Total Expenditures</b>	<b>\$ 164,215</b>	<b>\$ 171,880</b>	<b>\$ 212,906</b>	<b>\$ 182,959</b>
% Inc/Dec	15%	5%	24%	-14%
<b>Revenues less Expenditures</b>	<b>\$ 4,346</b>	<b>\$ 47,220</b>	<b>\$ 8,844</b>	<b>\$ 19,691</b>
% Inc/Dec	-83%	987%	-81%	123%
Beginning Net Position	\$ 65,008	\$ 69,354	\$ 116,574	\$ 125,418
Ending Net Position	\$ 69,354	\$ 116,574	\$ 125,418	\$ 145,109

- The Valley Home Store budgeted a slight decrease in its revenue for 2019. Most revenue for this entity comes from administrative fees earned through the sale of deed restricted housing units. We believe real estate sales will remain stable in 2019, but will decrease slightly from 2018's strong performance.
- Staffing changes, including health insurance changes, caused the salaries and benefits line item to decrease.
- The Valley Home Store is consolidated into Eagle County Housing and Development Authority in the county's comprehensive annual financial report.

## Lake Creek Village Apartments (Blended Component Unit)

Lake Creek Village Apartments is a 270-unit apartment complex located along the Eagle River in the west Edwards area. It offers 1, 2, and 3 bedroom units to Eagle County residents and offers below market rents. The apartments are owned by Lake Creek Village LLC whose sole member is the Eagle County Housing and Development Authority.

2019 Overview				
Net Addition of Funds	FTEs		Net Addition per Capita	
\$582,205	6.50		\$10.63	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Rents & Royalties	\$ 4,485,436	\$ 4,507,231	\$ 4,354,617	\$ 4,451,620
State & Local Grants	\$ -	\$ 534,224	\$ -	\$ -
Investment Earnings	\$ 264	\$ 286	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 4,485,700</b>	<b>\$ 5,041,741</b>	<b>\$ 4,354,617</b>	<b>\$ 4,451,620</b>
% Inc/Dec	-1%	12%	-14%	2%
<i>Expenditures</i>				
FTEs	7.00	6.50	6.50	6.50
Salaries & Benefits	\$ 497,984	\$ 514,479	\$ 502,917	\$ 472,723
Purchased Services	\$ 1,425,484	\$ 1,467,624	\$ 1,329,287	\$ 1,077,432
Capital Outlay & Leases	\$ -	\$ -	\$ 153,500	\$ 339,500
Depreciation & Amortization	\$ 729,766	\$ 788,059	\$ 687,012	\$ -
Grants & Contributions Issued	\$ -	\$ -	\$ 500,000	\$ -
Principal Payments	\$ -	\$ -	\$ -	\$ 1,008,395
Interest Expense	\$ 696,918	\$ 689,361	\$ 812,531	\$ 971,365
<b>Total Expenditures</b>	<b>\$ 3,350,152</b>	<b>\$ 3,459,523</b>	<b>\$ 3,985,247</b>	<b>\$ 3,869,415</b>
% Inc/Dec	1%	3%	15%	-3%
<b>Revenues less Expenditures</b>	<b>\$ 1,135,548</b>	<b>\$ 1,582,218</b>	<b>\$ 369,370</b>	<b>\$ 582,205</b>
% Inc/Dec	-5%	39%	-77%	58%
Beginning Net Position	\$ (2,212,582)	\$ (1,077,034)	\$ 505,184	\$ 874,554
Ending Net Position	\$ (1,077,034)	\$ 505,184	\$ 874,554	\$ 1,456,759

- Beginning in 2019, we are using the modified accrual basis for budgeting, so we will not budget depreciation costs, however will budget capital outlays and the reduction of principal loan balances through the principal payments line item. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- The capital outlay and leases line item includes maintenance and repairs at the property, including fixing outstanding roof issues.
- Interest expense went up in 2019 because Lake Creek Village now has additional debt as explained in the [Current Debt Obligations](#) section of this report.
- Lake Creek Village Apartments is consolidated into Eagle County Housing and Development Authority in the county's comprehensive annual financial report.

## Golden Eagle Apartments (Discretely Presented Component Unit)

The 36 unit apartment complex located in the town of Eagle offers 1-bedroom apartments designated for senior citizens and disabled persons. Golden Eagle Elderly Housing Corporation, whose board members are appointed by the board of county commissioners, purchased the facility in 2003.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$11,345	0.60		\$0.21	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Rents & Royalties	\$ 245,497	\$ 246,115	\$ 245,644	\$ 246,244
State & Local Grants	\$ -	\$ 20,500	\$ -	\$ -
Investment Earnings	\$ 95	\$ 152	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 245,592</b>	<b>\$ 266,767</b>	<b>\$ 245,644</b>	<b>\$ 246,244</b>
% Inc/Dec	-8%	9%	-8%	0%
<i>Expenditures</i>				
FTEs	0.60	0.60	0.60	0.60
Salaries & Benefits	\$ 62,097	\$ 37,648	\$ 50,670	\$ 53,173
Purchased Services	\$ 118,037	\$ 115,629	\$ 118,911	\$ 107,250
Capital Outlay & Leases	\$ -	\$ -	\$ 49,200	\$ 55,699
Depreciation & Amortization	\$ 82,916	\$ 84,181	\$ 80,681	\$ -
Principal Payments	\$ -	\$ -	\$ -	\$ 11,399
Interest Expense	\$ 30,867	\$ 25,982	\$ 26,400	\$ 30,068
<b>Total Expenditures</b>	<b>\$ 293,917</b>	<b>\$ 263,440</b>	<b>\$ 325,862</b>	<b>\$ 257,589</b>
% Inc/Dec	-8%	-10%	24%	-21%
<b>Revenues less Expenditures</b>	<b>\$ (48,325)</b>	<b>\$ 3,327</b>	<b>\$ (80,218)</b>	<b>\$ (11,345)</b>
% Inc/Dec	-8%	-107%	-2511%	-86%
Beginning Net Position	\$ 366,698	\$ 318,373	\$ 321,700	\$ 241,482
Ending Net Position	\$ 318,373	\$ 321,700	\$ 241,482	\$ 230,137

- Rents are budgeted to remain stable for 2019.
- Beginning in 2019, we are using the modified accrual basis for budgeting, so we will not budget depreciation costs, however will budget capital outlays and the reduction of principal loan balances through the principal payments line item. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- We have budgeted to add rear doors and decks for eight units, which is represented in the capital outlay and leases budget line.

## E911 Fund (Discretely Presented Component Unit)

The E911 Authority board members are appointed by the board of county commissioners. It is funded from a surcharge on local phone bills and its responsibility is to provide E911 dispatchers with a visual display of the address, phone number and jurisdictional agencies for calls to the emergency 911 phone number. The E911 Authority works closely with the town of Vail, which operates the dispatch center for the county.

2019 Overview				
Net Use of Funds	FTEs		Net Use per Capita	
\$256,329	N/A		\$4.68	
Account Classification	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
<i>Revenues</i>				
Charges For Services	\$ 948,675	\$ 982,153	\$ 948,125	\$ 969,007
Investment Earnings	\$ 3,711	\$ 5,320	\$ 2,214	\$ 4,500
<b>Total Revenues</b>	<b>\$ 952,386</b>	<b>\$ 987,473</b>	<b>\$ 950,339</b>	<b>\$ 973,507</b>
% Inc/Dec	0%	4%	-4%	2%
<i>Expenditures</i>				
Purchased Services	\$ 206,111	\$ 190,450	\$ 247,877	\$ 221,856
Intergovernmental Expenditures	\$ 737,377	\$ 771,559	\$ 774,562	\$ 816,454
Supplies	\$ 2,500	\$ 2,500	\$ 4,712	\$ -
Capital Outlay & Leases	\$ -	\$ -	\$ 38,248	\$ 191,526
<b>Total Expenditures</b>	<b>\$ 945,988</b>	<b>\$ 964,509</b>	<b>\$ 1,065,399</b>	<b>\$ 1,229,836</b>
% Inc/Dec	-6%	2%	10%	15%
<b>Revenues less Expenditures</b>	<b>\$ 6,398</b>	<b>\$ 22,965</b>	<b>\$ (115,060)</b>	<b>\$ (256,329)</b>
% Inc/Dec	-111%	259%	-601%	123%
Beginning Net Position	\$ 541,854	\$ 508,392	\$ 491,496	\$ 376,436
Ending Net Position	\$ 508,392	\$ 491,496	\$ 376,436	\$ 120,107

- Revenues for 2019 are projected to increase by 2%.
- The largest expenditure line item for this authority is its payment to the town of Vail who runs the 911 dispatch center.
- An updated phone system for the 911 service is needed and is budgeted to be purchased by the authority in 2019.

# Fund Balances and Net Position

Eagle County defines fund balance as the difference between fund assets and fund liabilities and uses the term fund balance for all of its governmental funds. For other fund types, we use the term net position to indicate the difference between the sum of assets and deferred outflows of resources and the sum of liabilities and the deferred inflows of resources. The following table shows a summary of 2016 and 2017 audited fund balance or net position for each fund included in the Eagle County budget, along with the estimates for 2018 and 2019 balances. For the purpose of this table, fund balance and net position are added and considered together as the government's overall equity position.

Fund	2016 Actual	2017 Actual	2018 Estimate	2019 Estimate
Beginning Fund Balance/Net Position	\$ 135,875,800	\$ 144,257,719	\$ 145,507,407	\$ 132,346,516
General Fund - All Departments	\$ 28,049,039	\$ 26,530,409	\$ 27,128,011	\$ 24,628,011
Road & Bridge Fund	\$ 6,502,843	\$ 5,873,776	\$ 5,328,212	\$ 5,894,476
Social Services Fund	\$ 2,633,212	\$ 2,523,928	\$ 2,023,145	\$ 1,627,372
Offsite Road Improvement Fund	\$ 984,958	\$ 946,686	\$ 839,560	\$ 847,560
ECO Transit Fund	\$ 6,988,501	\$ 5,686,898	\$ 5,131,228	\$ 4,616,229
ECO Trails Fund	\$ 1,192,911	\$ 1,752,440	\$ 362,251	\$ 685,890
Roaring Fork Transportation Fund	\$ 75,703	\$ 133,444	\$ 133,244	\$ 133,244
Roaring Fork Trails Fund	\$ 8,775	\$ 13,446	\$ 13,396	\$ 13,396
Airport Fund	\$ 3,003,218	\$ 3,110,805	\$ 2,668,696	\$ 2,680,102
* Eagle County Air Terminal Corporation	\$ 26,163,234	\$ 27,490,927	\$ 27,794,588	\$ 6,513,908
Conservation Trust Fund	\$ 318,854	\$ 337,788	\$ 61,788	\$ 66,287
800 MHZ Fund	\$ 1,102,441	\$ 1,072,963	\$ 815,127	\$ 894,373
Emergency Reserve Fund	\$ 2,301,701	\$ 2,663,799	\$ 2,676,949	\$ 2,703,949
Public Health Fund	\$ 943,561	\$ 1,103,581	\$ 315,482	\$ 63,792
Mental Health Fund	\$ -	\$ -	\$ 382,000	\$ 382,000
Open Space Fund and Preservation Reserve	\$ 5,065,115	\$ 314,477	\$ 362,547	\$ 3,707,581
Capital Improvements Fund	\$ 8,011,173	\$ 7,843,080	\$ 1,816,364	\$ 4,048,233
* Landfill Fund	\$ 13,721,750	\$ 14,897,496	\$ 13,949,279	\$ 14,611,696
* Motor Pool Fund	\$ 14,712,357	\$ 16,025,331	\$ 15,010,538	\$ 14,776,260
* Insurance Reserve Fund	\$ 289,989	\$ 322,851	\$ 140,468	\$ 140,468
* Health Insurance Fund	\$ 5,256,565	\$ 8,323,704	\$ 8,323,704	\$ 5,747,316
Housing Operations Fund	\$ 1,383,318	\$ 892,884	\$ 398,622	\$ 398,622
Housing Loan Fund	\$ 1,533,871	\$ 1,312,787	\$ 992,787	\$ 722,787
* Eagle County Housing and Development Authority	\$ 14,195,544	\$ 14,898,953	\$ 14,060,640	\$ 13,732,940
* The Valley Home Store	\$ 69,354	\$ 116,574	\$ 125,418	\$ 145,109
* Lake Creek Village Apartments	\$ (1,077,034)	\$ 505,184	\$ 874,554	\$ 1,456,759
* Golden Eagle Apartments	\$ 318,373	\$ 321,700	\$ 241,482	\$ 230,137
* E911 Fund	\$ 508,392	\$ 491,496	\$ 376,436	\$ 120,107
Ending Fund Balance/Net Position	\$ 144,257,719	\$ 145,507,407	\$ 132,346,516	\$ 111,588,604
Annual Change in Fund Balance/Net Position	\$ 8,381,919	\$ 1,249,688	\$ (13,160,891)	\$ (20,757,912)

\* These funds are presented on the full accrual basis of accounting in the county's CAFR, so will likely have an adjustment between budget basis and GAAP basis.

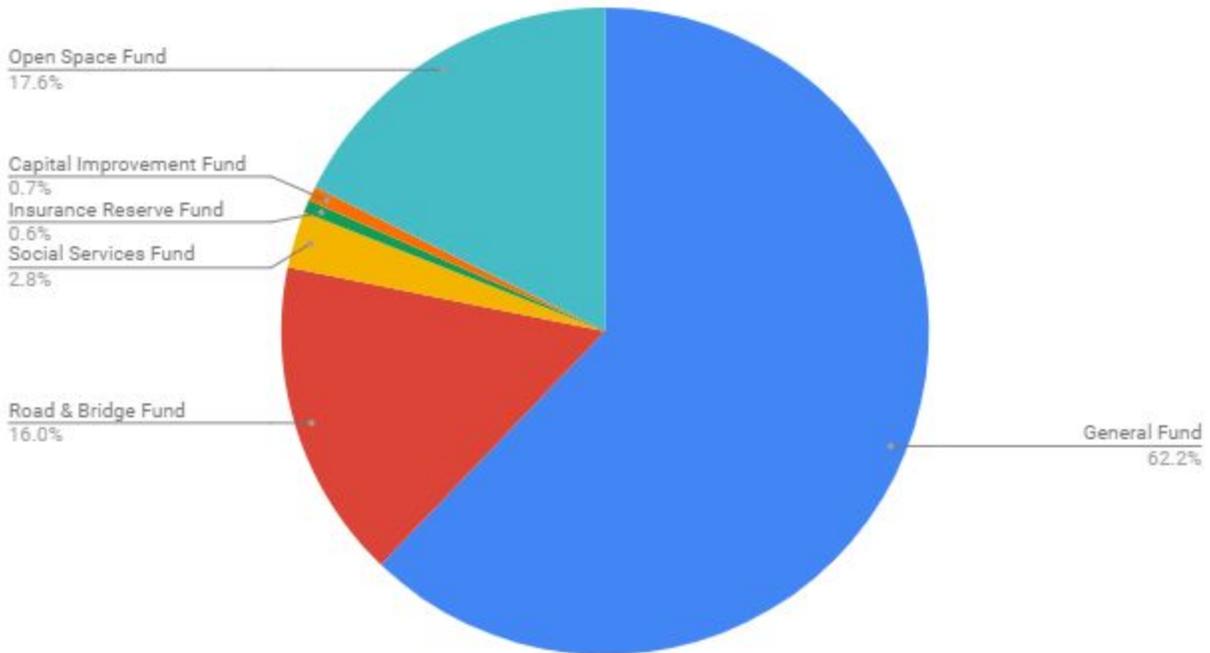
- Eagle County is expected to end 2019 with a total fund balance/net position of \$111.6 million, which is \$20.8 million less than its estimated beginning fund balance/net position of \$132.3 million. This represents a 16% decrease. The majority of the decreases in individual funds are the result of one time capital projects as described in the [Capital Expenditures](#) section.
- The general fund's fund balance is budgeted to decrease by \$2.5 million (9.2%) in 2019. This decrease is a result of a one time contribution to the I-70 Edwards Interchange Phase 2 road project which is budgeted at \$3.5 million. That \$3.5 million use of funds is offset by a \$1.0 million transfer in from the ECO Trails fund which is due to the timing of receipt of a state grant for the portion of the Eagle Valley Trail that was built in 2018. Even with this decrease in fund balance, it remains significantly higher than the current minimum reserve policy target of \$13.1 million.
- The social service fund's fund balance is expected to decrease by \$396,000 (19.6%) in 2019. The use of fund balance in this fund is due to decreasing reimbursements from the state mandated programs that are housed within this fund and increasing costs of operating these programs.
- The ECO Transit fund's fund balance is expected to decrease by \$515,000 (10%) in 2019. This decrease is due to the matching requirement of the federal grant awarded to fund a portion of the purchase of three large buses.
- The public health fund's fund balance is budgeted to decrease \$252,000 (80%). This fund has been trending towards decreasing grant revenue and increasing costs over the past 4 years. With an expected ending fund balance of just \$64,000 at the end of 2019, staff will be discussing ways to increase funding - either through outside grants or a larger transfer from the general fund - or to decrease costs throughout the year.
- The health insurance fund's fund balance is budgeted to decrease by \$2.6 million (31%) in 2019. This is a purposeful, yet short term, decrease. The county's health insurance consultant recommends a fund balance of between 16%-30% of net claims. Eagle County's net claims have averaged \$7.2 million over the past 5 years, so a fund balance of between \$1.1 million and \$2.2 million is appropriate. The utilization of fund balance in 2019 will bring this closer to our targeted balance.
- Eagle County Air Terminal Corporation is budgeted to spend \$21 million (77% of net position) more than anticipated revenues in 2019. This decrease is almost exclusively due to capital outlay as ECAT is in the midst of a \$30 million terminal renovation. As a reminder, ECAT is using the modified accrual budget basis, and we expect that there will be a reconciliation from budget basis to full accrual basis of accounting which will capitalize this large asset. Therefore you will see it reflected in the fund's net position in future years.
- The housing loan fund is budgeted to reduce its fund balance by \$270,000 (27%) in 2019. The purpose of this fund is to hold existing down payment assistance loans. As loans are repaid, the fund balance (loans receivable) are reduced and the cash from repayment of loans goes to ECHDA who revolves the cash into new down payment assistance loans.

# Mill Levy

Each December, the BoCC is tasked with passing a resolution allocating and approving the county's portion of property tax revenue for the following year. The total property tax revenue budget for the various funds is determined by the county mill levy multiplied by the final assessed valuation of property within the county and then reduced by any tax increment financing obligations. The BoCC may redistribute portions of the total 8.499 mills to different funds, as allowed by law, but may not raise the total mill levy without voter approval. Further, as required by voter approval, the open space fund must receive 1.5 mills and this cannot be reduced without voter approval. The following charts show a graphic representation of the county's current mill levy that was approved by the BoCC on December 11, 2018.

	2018 Actual	2019 Proposed
General Fund	5.285	5.285
Road & Bridge Fund	1.359	1.359
Social Services Fund	0.240	0.240
Insurance Reserve Fund	0.054	0.054
Capital Improvement Fund	0.061	0.061
Open Space Fund	1.500	1.500
<b>Total Mill Levy</b>	<b>8.499</b>	<b>8.499</b>
% of Increase		0.00%

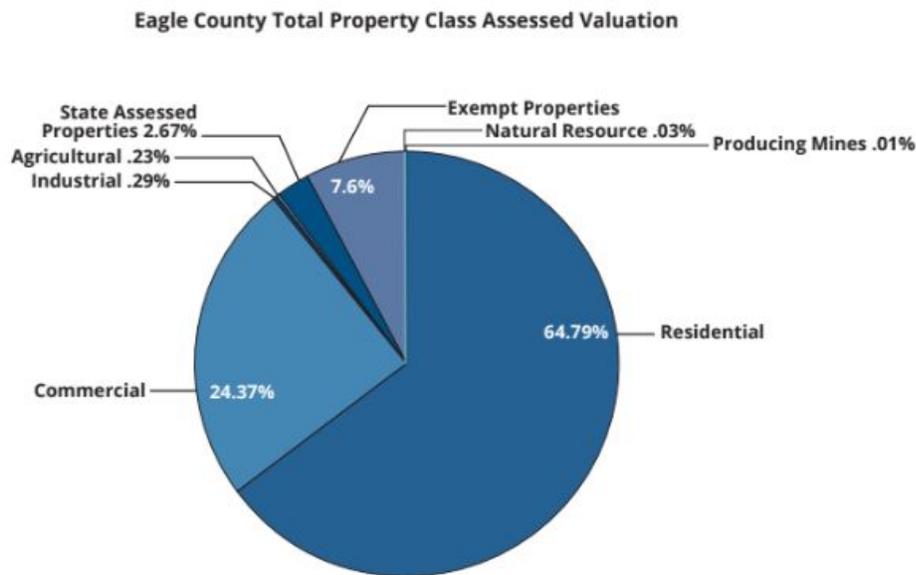
Eagle County Government Mill Levy



# Long Range Financial Plan

Eagle County is well known as a vibrant tourism community given its two world class ski resorts: Vail and Beaver Creek. However, it is also a wonderful place to call home whether that's year-round or seasonally. Eagle County has a unique mix of urban amenities and small town charm, coupled with a sizable and globally sourced tourism base. It also has a hospital, a community college, accessible and abundant arts and cultural opportunities, a regional airport and jet center, and countless recreational opportunities.

Because of Eagle County's location and amenities, we have a strong base of residential and commercial property and valuation to match. However, as you can see by the graph below, almost two-thirds of Eagle County's assessed value is concentrated in residential property.



The Colorado Constitution (specifically section 3(1)(b) of article X) and C.R.S. 39-1-104 require that an adjustment in the residential assessment rate be made to maintain a consistent relationship between the total assessed value of residential compared to non-residential property on a statewide level. The state general assembly must adjust the residential assessment rate to ensure that the percentage of residential real property assessed value, when compared to the assessed value of all property, remains essentially the same as it was the preceding year. The adjustment is intended to stabilize residential real property's share of the property tax base. The residential assessment rate decreased from 7.96% to 7.20% in 2017 and is projected to decrease to 6.95% in 2019.

While this decrease in residential assessment rate has been beneficial to residential owners in Eagle County over the past few years, it has resulted in lower property tax revenue to Eagle County Government and other special districts in Eagle County. We continue to watch what is happening on a statewide level as we project long term property tax revenue.

The next largest revenue source for Eagle County is sales tax. Sales tax is historically the most volatile and difficult to predict of its major revenue sources. As we build financial forecasts, we stress test this revenue source to cover a variety of possible outcomes.

# 2019 Budget Process

Planning for the next year’s budget is an ongoing process and began in earnest in May 2018 when the county manager’s office and the finance department met to discuss the budget process and key budget priorities. Throughout June and July, the county manager and finance director met with each county department to discuss the budget process and expectations.

In July and August, the finance team met with key stakeholders to discuss short term factors such as revenue projections, strategic priorities, salary and benefit guidelines and costs, program enhancements and appropriate use of reserves. In addition, several user groups met to set user fees, allocate staff costs among activities, projects, and grants. A committee, made up of the county manager, deputy county managers, finance director and director of human resources, discussed all requests related to personnel. Another committee met to discuss capital improvement project requests.

After all of the information gathered during meetings and workshops was compiled, the finance director and county managers reviewed individual budgets and asked for clarification and changes before presenting the initial draft of the budget to the board of county commissioners. In preparation for the initial budget discussion with the BoCC, the budget was made public and input from the public was considered. After several additional discussions between the board of county commissioners, county management, and staff, the final budget was presented to the BoCC for its consideration on December 4, 2018 and adopted on December 11, 2018. The following calendar shows the process.

2019 Budget Calendar		
Date	Action Item	Required
June 4	Launch Budget Pre-Game meetings	County Managers, Finance Director, Elected Officials, Directors
July 24	Budget instructions, calendar, and capital request forms distributed to Elected Officials and Department Heads.	Finance Director
July 26	Meet with directors and staff that will be entering data into New World.	Finance Director, staff as needed
August 8	Meet to discuss sales tax forecast, building permits and fees, solid waste and recycling fees.	County Managers, Finance Director, Directors w/ Sales Tax Revenue
August 29	Meet to discuss property tax forecast	County Managers, Finance Director, Directors w/ Prop Tax Revenue
<b>September 7</b>	<b>All budget proposal forms due to finance. New World entry closes.</b>	<b>Elected Officials and Directors</b>
	<b>All CIP requests and FTE requests submitted.</b>	
Month of September	Individual meetings with County Manager, Finance Director, Elected Officials and Directors. (As needed)	As needed

September 12	FTE Committee meets	FTE Committee
September 19	FTE Committee meets (if needed)	FTE Committee
September 27	CIP Committee meets	CIP Committee
October 5	Submit proposed budget to governing body (C.R.S. 29-1-105) and publish "Notice of Budget" (C.R.S. 29-1-106(1)). Deadline October 15.	Finance Director
October 9	Budget discussion with BoCC	BoCC, County Managers, Finance Director, Elected Officials and Directors
October 29	Budget discussion with BoCC	BoCC, County Managers, Finance Director, Elected Officials and Directors
November 5	Budget follow up with BoCC	BoCC, County Managers, Finance Director, Elected Officials and Directors
November 27	Budget follow up with BoCC	BoCC, County Managers, Finance Director, Elected Officials and Directors
December 4	2019 Budget Presentation to BoCC and public	BoCC, County Managers, Finance Director, Elected Officials and Directors
December 11	BoCC adopts 2019 budget and set and certify county's mill levy	BoCC, Finance Director
December 21	County commissioners to levy taxes and to certify the levies to the assessor <b>Special BoCC meeting</b> (C.R.S. 39-1-111(1))	BoCC, Finance Director

## Budgetary Level of Control

The level of budgetary control is at the fund level. No spending agency may expend, or contract to expend, any money in excess of the amount appropriated in the budget resolution. Administratively, operating budgets are controlled at the classification level. Departments can appropriate dollars between classifications with the approval of the finance director.

## Budget Amendments

Throughout the year, the budget may be amended from time to time based upon unforeseen circumstances or new opportunities. Departments may submit a request to amend their budgets to the finance director. The finance director reviews all budget amendment requests and then presents them to the board of county commissioners for its approval. Any amendment to the Eagle County budget is consummated through resolution at a public meeting.

# Statistical and Supplemental Data

The purpose of this section is to explain how Eagle County is governed, as well as the Eagle County community and its demographics and economy.

## Form of Government

Eagle County is governed by a three member board of commissioners. The commissioners are elected at large to four year staggered terms and are limited to serving two terms. Each must live in the geographic district for which he or she is running. Eagle County is separated into three districts.

The BoCC is charged with the responsibility of governing the county by complying with the Colorado Revised Statutes, adopting local ordinances, adopting an annual budget, and establishing local annual property tax rates. The BoCC also has the authority to call bond referendums, enter into contracts, and establish new programs. The board of county commissioners sets the strategic goals for Eagle County and appoints the county manager, county attorney, and members of various boards and commissions.

### Current Eagle County Commissioners

The current commissioners from Left to Right: Jill Ryan, Jeanne McQueeney, and Kathy Chandler-Henry.



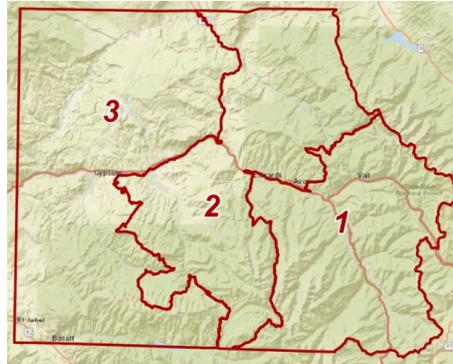
Jill Ryan represents District 1 and is serving her second term. Jill's priorities include climate protection and a reduction of greenhouse gas emissions; environmental stewardship; open space and trails; multi-modal transportation and the reduction of congestion on I-70; affordable and attainable housing; affordable childcare and access to early childhood education; economic development; smart growth land use principals; and the provision of efficient, quality services by Eagle County Government. Jill was recently appointed by Governor Jared Polis to serve as executive director of the Colorado Department of Public Health and Environment. Voting for her replacement will take place on February 5, 2019 and the newly elected commissioner will be sworn in on February 19, 2019.

Jeanne McQueeney represents District 3 and is the 2019 BoCC chair. Her first term began January 3, 2015. She was re-elected November 6, 2018 to serve her second term. Jeanne represents Eagle County on the Northwest Colorado Council of Governments, the Eagle County Regional Transportation Authority, and the Golden Eagle Elderly Housing Corporation. Jeanne also serves as the chair of the Roaring Fork Transportation Authority and was appointed by the governor to the Early Childhood Leadership Commission in 2016.

Kathy Chandler-Henry represents District 2 and was appointed in July of 2013 to fill the final two years of the term. She was elected for her first four-year term in 2016. Kathy is the county's representative to the Water Quality Quantity Committee, Ruedi Reservoir Water and Power Authority, Northwest Colorado Council of

Government Economic Development District Board of Directors, Lake Creek Affordable Housing Corporation Board, FirstNet Governing Board, and the Colorado River Water Conservation District Board of Directors.

This map outlines, in red, the three districts that the commissioners represent.



### Other Elected Officials

The last election was held November 6, 2018. The current elected officials are:

Mark Chapin, Assessor

James Van Beek, Sheriff

Regina O'Brien, Clerk and Recorder

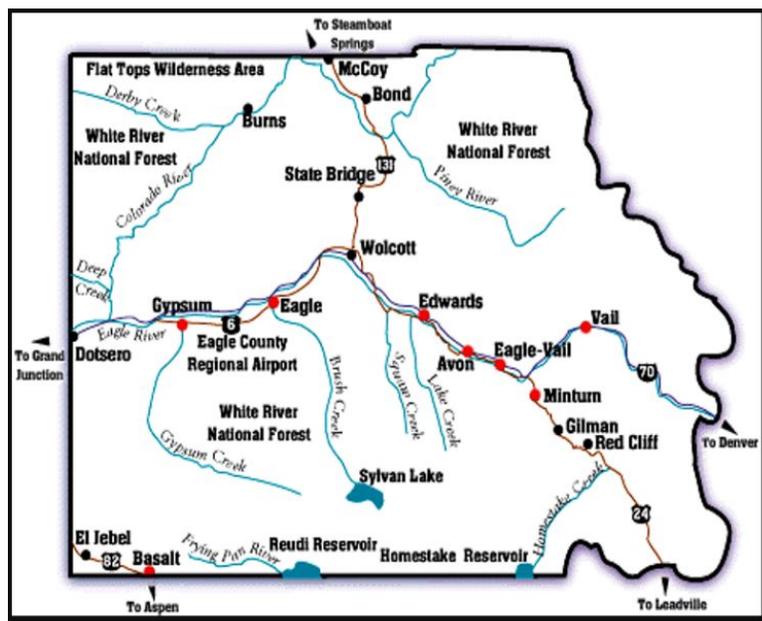
Kelly L. Miller, Surveyor

Kara Bettis, Coroner

Teak J. Simonton, Treasurer/ Public Trustee

## Geography

Eagle County is located in the Rocky Mountains of Colorado. It was named after the Eagle River, which runs through the county. The highest elevation is 14,011 feet, the summit of the Mount of the Holy Cross. According to the U.S. Census Bureau, the county has a total area of 1,694 square miles. The county includes the following towns: Avon, Basalt, Eagle, Gypsum, Minturn, Red Cliff and Vail.



# Community Profile



## History

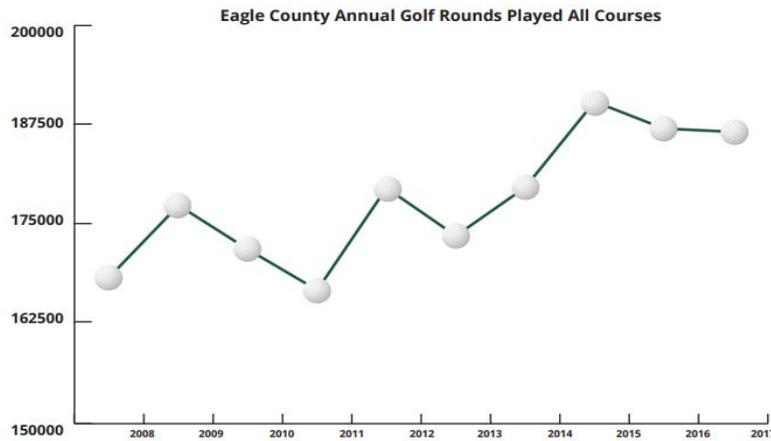
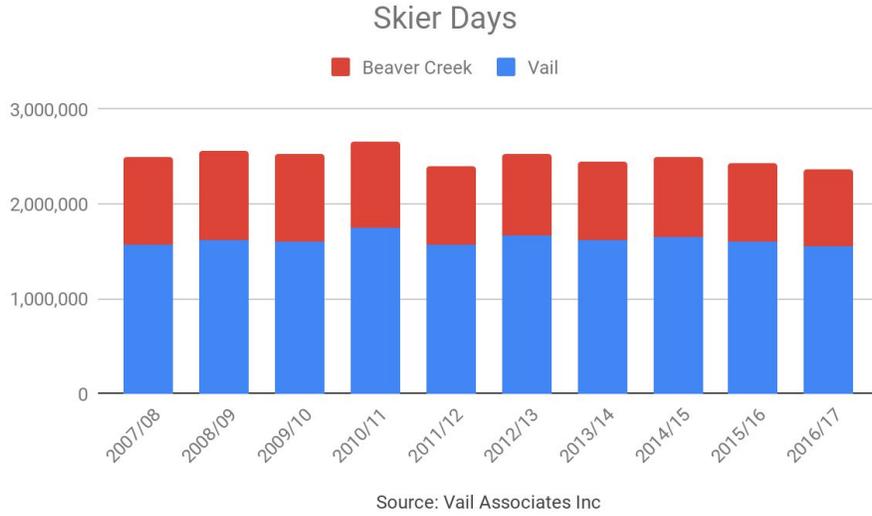
The Ute Indians claimed Eagle County lands for summer hunting and fishing grounds before Europeans explored the area. The first reliable account of European presence in the Eagle River valley was in 1840 when Kit Carson guided the Fremont party through the region.

Fortune hunters and settlers scoured the state, striking lead carbonate ore in Leadville in 1874. The strike brought many prospectors to the valley, and by 1879 a permanent camp was established and the town of Red Cliff was born. Eagle County was carved from Summit County by the Colorado legislature in 1883 and Red Cliff, named for the surrounding red quartzite cliffs, was the first county seat. County government moved west to the town of Eagle in 1921 where it remains today.

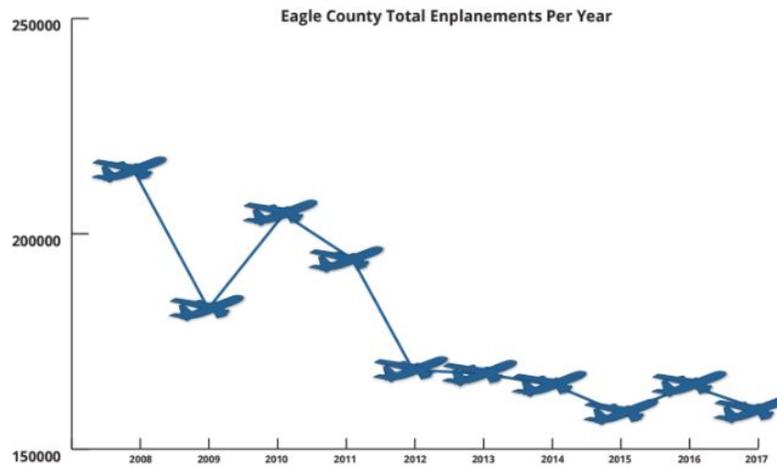
The evolution of Vail from a quiet sheep pasture to an international resort is credited to the famous 10th Mountain Division ski troops who were introduced to the valley while training at Camp Hale in the 1940s. Following World War II, a group of former army buddies returned to the Gore Creek valley to fulfill their collective dream of developing a ski resort. Vail later emerged as a ski giant and the county has flourished ever since.

Today

Outdoor enthusiasts continue to travel to Eagle County from around the world. Eagle County is home to world renowned ski resorts and golf courses. Eagle County Regional Airport transports visitors to the county. The airlines provide seasonal non-stop flights from major cities such as; Atlanta, Chicago, Denver, Houston, and Los Angeles.



Sources: THK and Associates; Vail Recreation Dept., Eagle-Vail Golf Course, Beaver Creek Golf Course; Cordillera Golf Course; Eagle Springs Golf Course; Redsky Golf Course, Sonnenalp Golf Course; Cotton Ranch Golf Course. Eagle Ranch Golf Course. and country Club of the Rockies at Arrowhead.



Source: Eagle County Regional Airport

Eagle County is one of 64 counties in Colorado. County governments serve both urban and rural areas. They are an administrative branch of government and exist to carry out government programs at a local level. No county is the same. Here is a comparison of Eagle to similar sized counties in Colorado.

COLORADO COUNTY BUDGET COMPARISON 2018				
	<u>Eagle</u>	<u>Garfield</u>	<u>LaPlatta</u>	<u>Broomfield</u>
Total Population	54,772	59,118	55,589	68,341
Population % Change 2010- 2017	4.90%	4.80%	8.30%	9.16%
Total FTE (2017 CAFR)	473	502	415	779
Total FTE (2018 Budget)	487	508	400	795
Total Budgeted Revenues (2018 Approved) All Funds	117,275,478	88,582,419	69,032,231	230,491,611
Total Budget Expenditures (2018 Approved) All Funds	120,080,115	104,833,432	79,463,832	230,491,611
Total Budgeted Revenues (2018 Approved) General Fund	43,811,881	45,431,669	34,640,162	107,827,797
Total Budget Expenditures (2018 Approved) General Fund	41,560,787	53,397,683	38,427,850	107,827,797

Source: [https://www.colorado-demographics.com/counties\\_by\\_population](https://www.colorado-demographics.com/counties_by_population), <https://www.census.gov/quickfacts>, respected counties CAFR

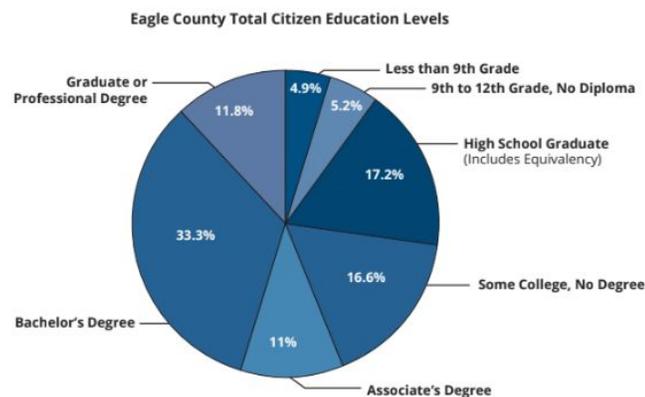
# Demographics and Economics

## Demographics

EAGLE COUNTY, COLORADO										
DEMOGRAPHIC STATISTICS										
LAST 10 FISCAL YEARS										
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Population Total	49,803	51,049	52,513	52,092	51,768	51,921	52,460	52,921	53,989	54,772
Percent Change	2.7%	2.5%	2.9%	-0.8%	-0.6%	0.3%	1.0%	0.9%	2.0%	1.5%
Births	861	866	864	888	886	844	754	n/a	n/a	n/a
Deaths	91	98	102	190	195	204	213	n/a	n/a	n/a
Net Migration	596	457	641	1,388	(1,293)	1,227	133	n/a	n/a	n/a
Population Change	1327	1246	1464	-421	-324	153	539	461	1068	783
Median Age	35.7	36.3	36.6	34	34.9	36	36	36.5	36.7	37
School Enrollment	5,940	5,902	6,107	6,181	6,408	6,383	6,713	6,546	6,901	6,956
Percent Change	2.1%	-0.6%	3.5%	1.2%	3.7%	-0.4%	5.2%	-2.5%	5.4%	0.8%
Labor Force	31,628	31,446	29,377	29,425	29,793	29,391	32,739	32,910	33,651	36,504
Percent Change	-7.2%	-0.6%	-6.6%	0.2%	1.3%	-1.3%	11.4%	0.5%	2.3%	8.5%
Unemployment Rate										
Percentage	3.60%	7.90%	9.60%	9%	8.10%	6.60%	4.20%	3.10%	2.80%	2.30%
Vehicle Registration	52,883	51,945	50,669	51,830	52,251	54,360	56,045	57,083	59,378	59,759
Percent Change	2.18%	-1.77%	-2.46%	2.29%	0.81%	4.04%	3.10%	1.85%	4.02%	0.64%
Median Household Income	\$ 75,400	\$ 77,900	\$ 76,500	\$ 75,400	\$ 76,400	\$ 77,200	\$ 78,300	\$ 77,600	\$ 79,600	\$ 80,600
Percent Change	3.3%	3.3%	-1.8%	-1.4%	1.3%	1.0%	1.4%	-0.9%	2.6%	1.3%

Sources: Demographic Section of the Colorado Division of Local Government and Labor Market Services, U.S. Census and other statisticals  
 School enrollment obtained from Eagle County School District Admin Offices for entire County  
 Area Median Income based on household size of three from Housing and Urban Development

The education level statistics were compiled from the 2017 American Community Survey. This survey polled the Eagle County population 25 years of age or older.



Source: <https://factfinder.census.gov>

<b>EAGLE COUNTY, COLORADO</b>			
<b>EDUCATION LEVEL OF CITIZENS</b>			
	<u>Total</u>	<u>Male</u>	<u>Female</u>
Less than 9th grade	4.90%	4.20%	5.70%
9th to 12th grade, no diploma	5.20%	5.03%	5.10%
High School graduate (includes equivalency)	17.20%	18.00%	16.20%
Some College, no degree	16.60%	18.90%	14.10%
Associate's Degree	11.00%	10.20%	11.90%
Bachelor's Degree	33.30%	32.70%	34.00%
Graduate or Professional Degree	<u>11.80%</u>	<u>10.97%</u>	<u>13.00%</u>
Total	100.00%	100.00%	100.00%

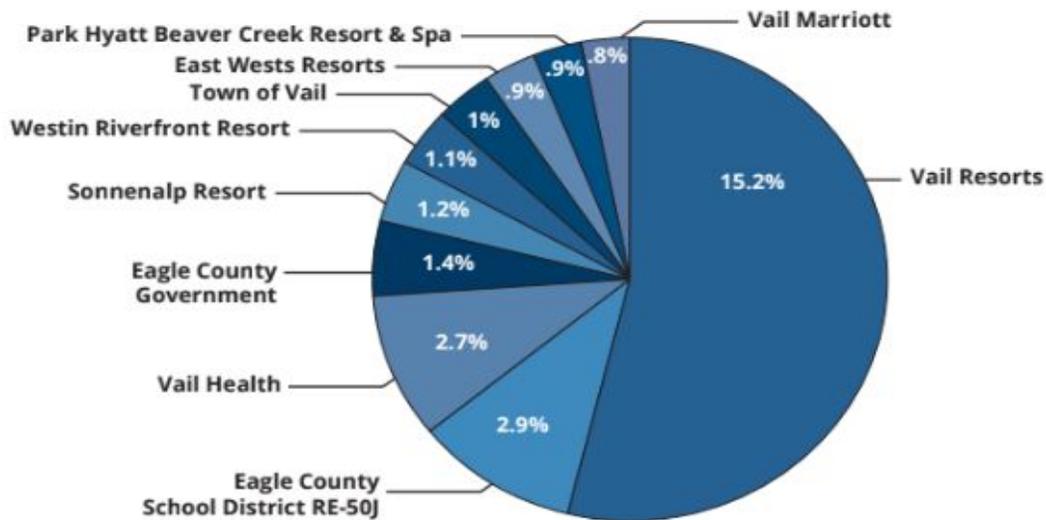
## Economics

Vail Resorts, Inc. is the largest employer in Eagle County. Other top employers include the Eagle County School District, Vail Health, Eagle County Government, and Sonnenalp Resort.

<b>EAGLE COUNTY TOP 10 EMPLOYERS as of 2017</b>					
<u>Employer</u>	<u>Industry</u>	<u>Ski Season (Dec- Apr)</u>	<u>Off Season &amp; Summer (May-Nov)</u>	<u>Annual Average</u>	<u>Percent of Total Employment</u>
Vail Resorts, Inc.	Ski resorts	8,022	3210	5,215	15.2%
Eagle County School Dist RE-50J	Education	1,000	1,000	1,000	2.9%
Vail Health (2)	Health care	930	906	916	2.7%
Eagle County Government	Government	473	473	473	1.4%
Sonnenalp Resort	Hotel	390	420	408	1.2%
Westin Riverfront Resort	Hotel	408	382	393	1.1%
Town of Vail	Government	348	348	348	1.0%
East West Resorts	Hotel	335	286	306	0.9%
Park Hyatt Beaver Creek Resort & Spa	Hotel	365	250	298	0.9%
Vail Marriot	Hotel	330	255	286	0.8%
Total				9,643	

Source: Individual employers of Eagle County & Vail Valley Economic Development, Statistical Report Bureau of Labor Statistics <https://www.bls.gov/lau/laucnty08.xls>

### Eagle County Top 10 Employers

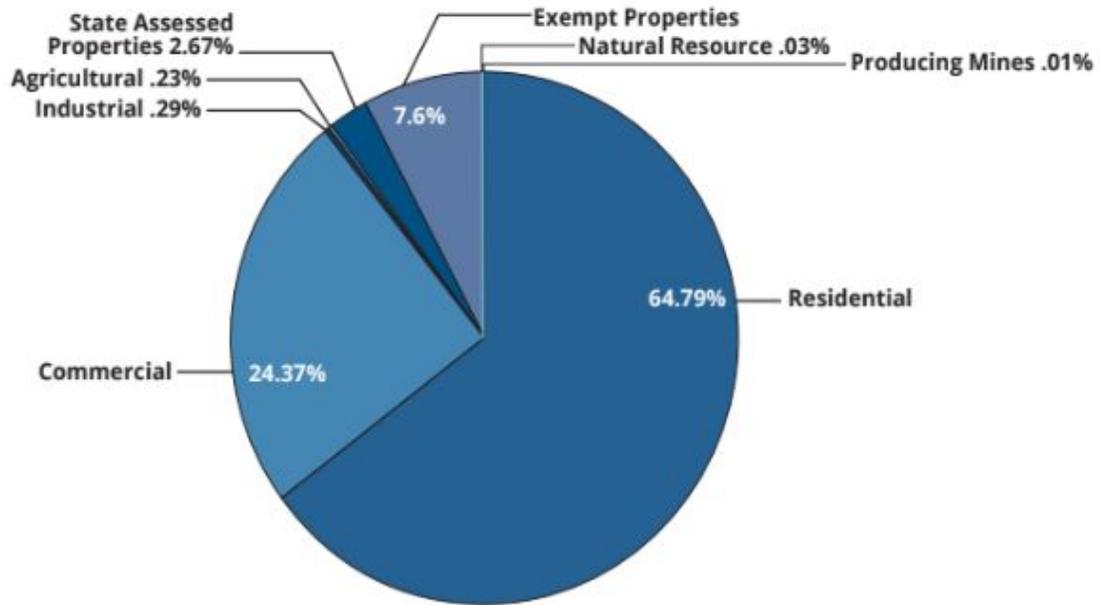


### 2017 LARGEST PROPERTY TAXPAYERS IN EAGLE COUNTY

Taxpayer	Type of Business	2017 Assessed Valuation	Percent of Total Assessed Valuation
Vail Corp.	Skiing and Real Estate Development	\$ 73,032,140	2.09%
DiamondRock Vail Owner, LLC	Lodging Industry	43,669,880	1.25%
Ashford BC LP	Real Estate Development	42,235,610	1.21%
Union Pacific Corp.	Railroad	31,356,000	0.90%
Vail Associates Inc.	Skiing and Real Estate Development	29,790,100	0.85%
Vail Hotel Partners LLC	Real Estate Development	26,087,660	0.75%
EX Vail LLC	Real Estate Development	21,043,780	0.60%
Holy Cross Electric Assoc Inc.	Electric Utility	19,341,500	0.55%
Public Service Co. of Colorado	Electric Utility	19,190,300	0.55%
Ferruco Vail Ventures LLC	Real Estate Development	17,399,110	0.49%
<b>Total Assessed Valuation for 10 Largest Taxpayers</b>		<b>323,146,080</b>	<b>9.24%</b>
<b>Total Assessed Valuation for All Other Taxpayers</b>		<b>3,175,997,660</b>	<b>90.76%</b>
		<b>\$3,499,143,740</b>	<b>100.00%</b>

Source: Eagle County Assessor's Office.

### Eagle County Total Property Class Assessed Valuation



EAGLE COUNTY, COLORADO											
ACTUAL SALES TAX REVENUE BY INDUSTRY TYPE											
LAST TEN FISCAL YEARS											
Fiscal Year	General Retail	Grocery	Restaurants & Breweries	Car Sales & Automotive Equipment Rentals	Professional Services	Construction & Building Materials	Manufacturing Production	Lodging	Utilities & Telecomm	All Others	Total Sales and Use Tax
2008	4,378,460	770,730	2,479,255	118,858	1,327,863	1,203,522	437,582	2,457,375	420,844	162,769	13,757,258
2009	3,021,207	787,950	2,128,844	208,756	1,694,278	490,671	285,398	2,214,082	540,010	297,720	11,668,916
2010	2,353,186	613,436	1,727,396	135,100	1,283,701	267,877	171,213	2,037,621	348,799	304,744	9,243,073
2011	3,114,541	818,864	2,161,950	195,353	1,438,145	352,256	235,198	2,415,385	487,473	476,664	11,695,829
2012	3,537,367	886,962	2,218,478	213,916	1,367,995	161,878	195,820	3,124,579	550,591	137,871	12,395,458
2013	3,711,757	970,786	2,403,245	233,214	1,455,844	198,775	250,971	3,387,698	558,590	78,002	13,248,882
2014	3,612,956	968,323	2,568,932	634,221	666,204	835,574	245,517	3,823,488	825,130	101,121	14,281,466
2015	3,777,143	1,037,578	2,743,050	622,585	781,039	1,104,160	216,477	4,291,603	851,301	104,040	15,528,974
2016	3,746,873	1,066,302	2,758,419	643,280	961,492	1,384,725	273,328	4,529,459	853,592	90,359	16,307,829
2017	3,865,275	1,357,569	2,945,976	615,147	787,351	1,230,997	278,455	4,439,450	893,385	71,351	16,484,957

Source: Eagle County Government Sales Tax Reports

Note: Data compiled by process date January thru December, and therefore will not match audited financial statements sales tax numbers for the same time period  
Prior to 2014 sales tax revenue on car leases/equipment rentals, construction services and telecommunications were reported under professional services

# Budget Approval Resolution

Commissioner Ryan moved adoption  
Of the following Resolution:

**BOARD OF COUNTY COMMISSIONERS  
COUNTY OF EAGLE, STATE OF COLORADO**

**RESOLUTION NO. 2018- 095**

**IN RE THE MATTER OF THE ADOPTION OF THE BUDGET AND  
THE MAKING OF APPROPRIATIONS FOR THE COUNTY OF EAGLE, STATE OF  
COLORADO, FOR FISCAL YEAR 2019.**

**WHEREAS**, C.R.S. §29-1-103, as amended, requires the Board of County Commissioners of the County of Eagle, State of Colorado (hereinafter the "Board"), to adopt a budget setting forth the expenditures of the various county offices, departments, boards, commissions, and other spending agencies for fiscal year 2019, beginning January 1, 2019, and ending December 31, 2019; and

**WHEREAS**, a public hearing on the proposed 2019 budget for the County of Eagle was held December 4, 2018; and

**WHEREAS**, pursuant to public notice duly published in accordance with C.R.S. §29-1-106, as amended, the proposed 2019 budget for the County of Eagle has continuously been open for public inspection from December 1, 2018; a public hearing was held December 11, 2018, before the Board to consider the adoption of the subject 2019 proposed budget; and interested taxpayers were and have continuously been given the opportunity to file or register any objections to the subject proposed 2019 budget; and

**WHEREAS**, the Board has made provisions within the 2019 budget for the County of Eagle for revenues including unappropriated fund balances in an amount equal to or greater than the total proposed expenditures set forth within the subject 2019 budget; and

**WHEREAS**, C.R.S. §29-1-108 (2) requires the Board to enact a resolution making appropriations for fiscal year 2019 in accordance with the adopted 2019 budget for the County of Eagle; and

**WHEREAS**, all legal requirements have been fully complied with and performed in the premises.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF EAGLE, STATE OF COLORADO:**

**THAT**, the total amount of One Hundred Forty Five Million, Seven Hundred Sixty Five Thousand, Seven Hundred Two dollars (\$145,765,702) is the amount of the proposed revenues,

including unappropriated fund balance, and expenditures for the County of Eagle, State of Colorado, fiscal year 2019.

**THAT**, the Board hereby adopts as the budget of the County of Eagle, State of Colorado, for the 2019 fiscal year the 2019 proposed budget considered and approved, with any amendments so noted, by the Board on December 11, 2018, in the total aforesaid amount of One Hundred Forty Five Million, Seven Hundred Sixty Five Thousand, Seven Hundred Two dollars (\$145,765,702) for the specific purposes, functions, restrictions and amounts identified during the various public budget meetings/hearings referred to hereinabove, and the various working documents associated therewith, including specifically Board approval as shown on Exhibit A hereto.

**THAT**, the Board hereby appropriates to the various county funds, and for the various county offices, departments, commissions, boards, and other spending agencies, the following amounts for the specific purposes, functions, restrictions and amounts identified in the adopted 2019 budget for the County of Eagle and associated working documents, and during the various public budget meetings/hearing referred to hereinabove:

<u>General Fund</u>	\$ 48,624,859
<u>Special Revenue Funds</u>	
Road and Bridge Fund	\$ 8,156,500
Social Services Fund	\$ 4,173,784
Offsite Road Improvement Fund	\$ 5,000
Eco Transit Fund	\$ 11,482,277
Eco Trails Fund	\$ 1,512,248
Roaring Fork Valley Transportation	\$ 548,808
Roaring Fork Valley Trails	\$ 61,040
Airport Fund	\$ 5,355,056
Conservation Trust Fund	\$ 115,501
800 M&Z Fund	\$ 511,245
Public Health Fund	\$ 3,679,603
Mental Health Fund	\$ 500,000
Housing Loan Fund	\$ 270,000
Housing Operations Fund	\$ 968,762
Open Space Fund	\$ 1,338,614
<u>Capital Improvements Fund</u>	\$ 4,079,586
<u>Enterprise Fund</u>	
Landfill Fund	\$ 2,937,653
<u>Internal Service Funds</u>	
Motor Pool Fund	\$ 6,764,053
Insurance Reserve Fund	\$ 634,221
Health Insurance Fund	\$ 10,663,827
<u>Blended Component Units</u>	
Eagle County Housing and Development Authority	\$ 974,803
The Valley Home Store	\$ 182,959
Lake Creek Village Apartments	\$ 3,869,415
Eagle County Air Terminal Corporation	\$ 26,868,403
Total Appropriation for all Eagle County and Blended Component Units	\$144,278,277
<u>Discretely Presented Component Units</u>	
E911 Fund	\$ 1,229,836
Golden Eagle Elderly Housing Corporation	\$ 257,589
Total Appropriation for all Eagle County, Blended Component Units and Discretely Presented Units	\$145,765,702

**THAT**, pursuant to C.R.S. §29-1-113, the Eagle County Budget Administrator, is hereby requested and directed to immediately transmit a copy of this Resolution to the officer or employee of the County of Eagle whose duty it is to draw warrants or orders for the payment of money.

**THAT**, pursuant to C.R.S. §29-1-113, the Eagle County Budget Administrator, is hereby further requested and directed to file an original or certified copy of this Resolution with the Division of Local Governments in the Department of Local Affairs.

**THAT**, the adopted 2019 budget and the 2019 appropriations made as set forth in this Resolution are to be read as one comprehensive and integrated document. In no event shall a county office, department, commission, board, or spending agency expend or contract to expend any money; or incur any liability; or enter into any contract which, by its terms, involves the expenditure of money for any purpose for which provision is made in this Resolution, associated

working documents and the related public budget meetings/hearings, which is in excess of the amounts appropriated in this Resolution for such office, department, commission, board or other spending agency, and/or purpose; nor which involves the expenditure of money inconsistent with the purposes, functions, restrictions, clarifications and/or specified monetary amounts as detailed and set forth within this Resolution, associated working documents and the related public budget meetings/hearings; nor which involves the expenditure of money for any purpose which is not identified within the aforementioned; unless prior to such expenditure the county office, department, commission, board or spending agency has presented the same to the Board, and the Board duly approves such expenditure in accordance with applicable law.

**THAT**, the Board hereby declares to be the legislative intent that the several provisions of this Resolution shall be severable, in accordance with the provisions set forth below:

If any provision of this Resolution is declared to be invalid by a decision of any court of competent jurisdiction, it is hereby declared to be the legislative intent that:

- a. The effect of such decision shall be limited to that provision or provisions which are expressly stated in the decision to be invalid; and
- b. Such decision shall not affect, impair, or nullify this Resolution as a whole or any other part thereof, but the rest of this Resolution shall continue in full force and effect.

**THAT**, this Resolution is necessary for the public health, safety and welfare of the County of Eagle, State of Colorado.

**MOVED, READ AND ADOPTED** by the Board of County Commissioners of the County of Eagle, State of Colorado, at its regular meeting held the 11th day of December, 2018.

ATTEST:



Heather Osborne  
Clerk to the Board of  
County Commissioners

By: [Signature]

COUNTY OF EAGLE, STATE OF  
COLORADO, By and Through Its  
BOARD OF COUNTY COMMISSIONERS

By: [Signature]  
Kathy Chandler-Henry  
Chair

[Signature]  
Jillian H. Ryan  
Commissioner

[Signature]  
Jeanne McQueeney  
Commissioner

Commissioner McQueeney seconded adoption of the foregoing resolution. The roll having been called, the vote was as follows:

Commissioner Chandler-Henry  
Commissioner Ryan  
Commissioner McQueeney

[Signature]  
[Signature]  
[Signature]

This Resolution passed by 2/0 vote of the Board of County Commissioners of the County of Eagle, State of Colorado.

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Fund: 1001 General Fund</b>				
<b>Revenue</b>				
4001 - Property taxes levied for general purposes	\$ 15,530,152	\$ 16,221,970	\$ 16,318,388	0.59%
4130 - Sales and use taxes	\$ 9,156,335	\$ 9,586,523	\$ 9,681,499	0.99%
4200 - Licenses and permits	\$ 1,872,618	\$ 1,938,894	\$ 1,940,279	0.07%
4300 - Intergovernmental	\$ 1,429,178	\$ 1,807,233	\$ 1,765,170	-2.33%
4330 - Federal grants	\$ 1,825,369	\$ 2,673,846	\$ 2,386,618	-10.74%
4350 - State grants	\$ 1,381,620	\$ 857,337	\$ 1,636,093	90.83%
4370 - Local grants	\$ 147,905	\$ 183,007	\$ 189,744	3.68%
4390 - Payments in lieu of taxes	\$ 1,805,416	\$ 1,800,000	\$ 1,900,000	5.56%
4400 - Charges for services	\$ 7,372,886	\$ 7,343,063	\$ 7,546,840	2.78%
4490 - Taxable & Non Taxable Sales	\$ -	\$ 33,000	\$ 15,000	-54.55%
4500 - Fines and forfeitures	\$ 168,281	\$ 143,500	\$ 143,500	0.00%
4600 - Investment earnings	\$ 668,706	\$ 1,297,002	\$ 1,368,196	5.49%
4620 - Rents and royalties	\$ 99,539	\$ 106,000	\$ 108,000	1.89%
4650 - Contributions and donations	\$ 156,352	\$ 7,000	\$ 10,000	42.86%
4700 - Miscellaneous	\$ 208,921	\$ 46,918	\$ 115,532	146.24%
4910 - Interfund transfers in	\$ 2,790,000	\$ 2,600,000	\$ 1,000,000	-61.54%
4920 - Proceeds of capital asset dispositions	\$ 50	\$ 26,000	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ 44,613,328</b>	<b>\$ 46,671,293</b>	<b>\$ 46,124,859</b>	<b>-1.17%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 26,335,957	\$ 27,549,244	\$ 27,813,406	0.96%
5430 - Training Benefits	\$ 323,233	\$ 507,447	\$ 430,299	-15.20%
5155 - Salaries and Benefits - Reimbursed	\$ (139,646)	\$ -	\$ -	
6609 - General and Administrative - Reimbursed	\$ 116,719	\$ 116,719	\$ 81,963	-29.78%
6100 - Purchased professional and technical services	\$ 1,027,271	\$ 1,065,000	\$ 929,928	-12.68%
6200 - Purchased property services	\$ 2,256,444	\$ 2,575,073	\$ 2,523,165	-2.02%
6500 - Other purchased services	\$ 3,552,475	\$ 5,221,616	\$ 4,789,789	-8.27%
6600 - General and administrative	\$ (3,181,994)	\$ (3,242,913)	\$ (3,326,872)	2.59%
6650 - DHS related services	\$ -	\$ 10,000	\$ 20,000	100.00%
6660 - Sheriff related services	\$ 87,149	\$ 99,400	\$ 56,400	-43.26%
6665 - Interdepartmental Services	\$ 1,050,277	\$ 1,239,433	\$ 1,250,644	0.90%
6680 - Intergovernmental	\$ 2,214,765	\$ 3,570,743	\$ 4,257,767	19.24%
6728 - Operating leases	\$ 11,999	\$ 19,000	\$ 20,000	5.26%
6730 - Capital leases	\$ 18,719	\$ 19,586	\$ 34,793	77.64%
6850 - Rebate expense	\$ 150,000	\$ 120,000	\$ 120,000	0.00%
7000 - Supplies	\$ 1,138,126	\$ 1,485,795	\$ 1,782,038	19.94%
7900 - Other charges	\$ -	\$ 1,000	\$ 1,000	0.00%
8000 - Property	\$ 2,542,636	\$ 237,320	\$ 77,300	-67.43%
8900 - Grants and contributions issued	\$ 1,452,644	\$ 2,015,543	\$ 5,291,712	162.55%
8910 - Treasurer's fees	\$ 629,804	\$ 691,810	\$ 671,027	-3.00%
8950 - Interest expense	\$ -	\$ 500	\$ 500	0.00%
9100 - Transfers out	\$ 6,545,380	\$ 2,771,375	\$ 1,800,000	-35.05%

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Expenditure Totals</b>	\$ 46,131,958	\$ 46,073,691	\$ 48,624,859	5.54%
<b>Fund Total: General Fund</b>	\$ (1,518,629)	\$ 597,602	\$ (2,500,000)	-518.34%
<b>Fund Balance</b>	\$ 26,530,409	\$ 27,128,011	\$ 24,628,011	-9.22%
<b>Fund: 1100 Road and Bridge Fund</b>				
<b>Revenue</b>				
4001 - Property taxes levied for general purposes	\$ 3,993,277	\$ 4,171,921	\$ 4,196,371	0.59%
4120 - Specific ownership tax	\$ 1,369,762	\$ 1,418,557	\$ 1,412,239	-0.45%
4200 - Licenses and permits	\$ 125,486	\$ 128,000	\$ 128,000	0.00%
4300 - Intergovernmental	\$ 2,391,996	\$ 2,423,654	\$ 2,423,654	0.00%
4330 - Federal grants	\$ 23,274	\$ -	\$ -	
4390 - Payments in lieu of taxes	\$ 450,000	\$ 450,000	\$ 450,000	0.00%
4400 - Charges for services	\$ 62,726	\$ 114,500	\$ 107,500	-6.11%
4700 - Miscellaneous	\$ 2,886	\$ 5,000	\$ 5,000	0.00%
4910 - Interfund transfers in	\$ 25,000	\$ -	\$ -	
<b>Revenue Totals</b>	\$ 8,444,407	\$ 8,711,632	\$ 8,722,764	0.13%
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 2,006,421	\$ 1,994,923	\$ 2,096,597	5.10%
5430 - Training Benefits	\$ 2,220	\$ 4,340	\$ 4,900	12.90%
6100 - Purchased professional and technical services	\$ 2,182	\$ 5,904	\$ 5,920	0.27%
6200 - Purchased property services	\$ 167,192	\$ 270,423	\$ 133,875	-50.49%
6500 - Other purchased services	\$ 82,147	\$ 168,678	\$ 158,065	-6.29%
6600 - General and administrative	\$ 620,427	\$ 620,427	\$ 425,220	-31.46%
6640 - Road and Bridge related services	\$ 19,416	\$ 30,000	\$ 30,000	0.00%
6665 - Interdepartmental Services	\$ 1,793,808	\$ 1,960,529	\$ 1,583,635	-19.22%
6680 - Intergovernmental	\$ 1,060,881	\$ 1,197,670	\$ 1,200,668	0.25%
6730 - Capital leases	\$ 37,133	\$ 38,133	\$ 42,615	11.75%
7000 - Supplies	\$ 990,415	\$ 1,265,943	\$ 1,180,005	-6.79%
8000 - Property	\$ 1,921,111	\$ 1,523,973	\$ 1,150,000	-24.54%
8910 - Treasurer's fees	\$ 145,121	\$ 176,253	\$ 145,000	-17.73%
9100 - Transfers out	\$ 225,000	\$ -	\$ -	
<b>Expenditure Totals</b>	\$ 9,073,475	\$ 9,257,196	\$ 8,156,500	-11.89%
<b>Fund Total: Road and Bridge Fund</b>	\$ (629,068)	\$ (545,564)	\$ 566,264	-203.79%
<b>Fund Balance</b>	\$ 5,873,776	\$ 5,328,212	\$ 5,894,476	10.63%
<b>Fund: 1110 Social Services Fund</b>				
<b>Revenue</b>				
4001 - Property taxes levied for general purposes	\$ 705,238	\$ 736,700	\$ 741,104	0.60%
4300 - Intergovernmental	\$ 2,628	\$ 1,420	\$ 500	-64.79%
4330 - Federal grants	\$ 528,618	\$ 551,031	\$ 500,924	-9.09%
4350 - State grants	\$ 2,711,586	\$ 2,616,112	\$ 2,531,243	-3.24%
4400 - Charges for services	\$ 279	\$ 50,180	\$ 240	-99.52%
4500 - Fines and forfeitures	\$ 16,209	\$ -	\$ 4,000	

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
4700 - Miscellaneous	\$ 34,584	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 3,999,141</b>	<b>\$ 3,955,443</b>	<b>\$ 3,778,011</b>	<b>-4.49%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 3,444,504	\$ 3,627,367	\$ 3,394,030	-6.43%
5430 - Training Benefits	\$ 29,132	\$ 49,220	\$ 44,115	-10.37%
6100 - Purchased professional and technical services	\$ 136,829	\$ 156,989	\$ 147,670	-5.94%
6200 - Purchased property services	\$ 23,396	\$ 29,211	\$ 25,767	-11.79%
6500 - Other purchased services	\$ 149,750	\$ 278,952	\$ 246,177	-11.75%
6650 - DHS related services	\$ 295,683	\$ 267,412	\$ 272,780	2.01%
6665 - Interdepartmental Services	\$ 14,144	\$ 25,750	\$ 22,700	-11.84%
7000 - Supplies	\$ 14,987	\$ 21,325	\$ 20,545	-3.66%
<b>Expenditure Totals</b>	<b>\$ 4,108,425</b>	<b>\$ 4,456,226</b>	<b>\$ 4,173,784</b>	<b>-6.34%</b>
<b>Fund Total: Social Services Fund</b>	<b>\$ (109,284)</b>	<b>\$ (500,783)</b>	<b>\$ (395,773)</b>	<b>-20.97%</b>
<b>Fund Balance</b>	<b>\$ 2,523,928</b>	<b>\$ 2,023,145</b>	<b>\$ 1,627,372</b>	<b>-19.56%</b>
<b>Fund: 1140 Offsite Road Improvements</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 223,660	\$ 517,820	\$ -	-100.00%
4600 - Investment earnings	\$ 14,022	\$ 12,800	\$ 13,000	1.56%
4650 - Contributions and donations	\$ 213,820	\$ 375,000	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ 451,501</b>	<b>\$ 905,620</b>	<b>\$ 13,000</b>	<b>-98.56%</b>
<b>Expenditures</b>				
8000 - Property	\$ -	\$ 300,000	\$ -	-100.00%
8900 - Grants and contributions issued	\$ 122,449	\$ 705,066	\$ -	-100.00%
8910 - Treasurer's fees	\$ 2,324	\$ 7,680	\$ 5,000	-34.90%
9100 - Transfers out	\$ 365,000	\$ -	\$ -	
<b>Expenditure Totals</b>	<b>\$ 489,774</b>	<b>\$ 1,012,746</b>	<b>\$ 5,000</b>	<b>-99.51%</b>
<b>Fund Total: Offsite Road Improvements</b>	<b>\$ (38,272)</b>	<b>\$ (107,126)</b>	<b>\$ 8,000</b>	<b>-107.47%</b>
<b>Fund Balance</b>	<b>\$ 946,686</b>	<b>\$ 839,560</b>	<b>\$ 847,560</b>	<b>0.95%</b>
<b>Fund: 1151 Sales Tax E.V. Transp.</b>				
<b>Revenue</b>				
4130 - Sales and use taxes	\$ 6,879,995	\$ 7,216,805	\$ 7,288,973	1.00%
4330 - Federal grants	\$ 309,000	\$ 315,000	\$ 1,492,400	373.78%
4400 - Charges for services	\$ 2,195,473	\$ 2,218,946	\$ 2,114,705	-4.70%
4600 - Investment earnings	\$ 59,051	\$ 48,220	\$ 64,000	32.73%
4620 - Rents and royalties	\$ 16,500	\$ 18,000	\$ 7,200	-60.00%
4650 - Contributions and donations	\$ 1,962	\$ 5,500	\$ -	-100.00%
4700 - Miscellaneous	\$ 15,984	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 9,477,965</b>	<b>\$ 9,822,471</b>	<b>\$ 10,967,278</b>	<b>11.65%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 5,219,976	\$ 5,541,901	\$ 5,573,555	0.57%
5430 - Training Benefits	\$ 17,903	\$ 16,800	\$ 11,500	-31.55%

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
5155 - Salaries and Benefits - Reimbursed	\$ (42,873)	\$ -	\$ -	
6100 - Purchased professional and technical services	\$ 17,338	\$ 13,500	\$ 245,000	1714.81%
6200 - Purchased property services	\$ 1,572,915	\$ 1,724,520	\$ 1,717,140	-0.43%
6500 - Other purchased services	\$ 247,388	\$ 338,231	\$ 346,116	2.33%
6600 - General and administrative	\$ 579,349	\$ 588,955	\$ 618,102	4.95%
6665 - Interdepartmental Services	\$ 662,117	\$ 760,303	\$ 852,038	12.07%
6730 - Capital leases	\$ 21,599	\$ 22,140	\$ 25,506	15.20%
7000 - Supplies	\$ 261,066	\$ 318,712	\$ 492,320	54.47%
8000 - Property	\$ 14,767	\$ -	\$ 1,510,000	
8910 - Treasurer's fees	\$ 89,683	\$ 89,495	\$ 91,000	1.68%
9100 - Transfers out	\$ 1,550,000	\$ 528,552	\$ -	-100.00%
<b>Expenditure Totals</b>	<b>\$ 10,211,228</b>	<b>\$ 9,943,109</b>	<b>\$ 11,482,277</b>	<b>15.48%</b>
<b>Fund Total: Sales Tax E.V. Transp.</b>	<b>\$ (733,262)</b>	<b>\$ (120,638)</b>	<b>\$ (514,999)</b>	<b>326.90%</b>
<b>Fund Balance</b>	<b>\$ 3,608,363</b>	<b>\$ 3,487,725</b>	<b>\$ 2,972,726</b>	<b>-14.77%</b>
<b>Fund: 1152 Sales Tax E.V. Trails</b>				
<b>Revenue</b>				
4130 - Sales and use taxes	\$ 748,634	\$ 801,868	\$ 809,887	1.00%
4350 - State grants	\$ -	\$ 1,000,000	\$ 1,000,000	0.00%
4370 - Local grants	\$ 6,552	\$ 205,000	\$ 5,000	-97.56%
4600 - Investment earnings	\$ 15,097	\$ 20,977	\$ 18,000	-14.19%
4650 - Contributions and donations	\$ 3,100	\$ 3,000	\$ 3,000	0.00%
4910 - Interfund transfers in	\$ 2,000,000	\$ 1,000,000	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ 2,773,383</b>	<b>\$ 3,030,845</b>	<b>\$ 1,835,887</b>	<b>-39.43%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 218,137	\$ 227,145	\$ 218,974	-3.60%
5430 - Training Benefits	\$ -	\$ 700	\$ 500	-28.57%
6609 - General and Administrative - Reimbursed	\$ (112,196)	\$ (112,196)	\$ (81,963)	-26.95%
6100 - Purchased professional and technical services	\$ 2,100	\$ 2,275	\$ 2,300	1.10%
6200 - Purchased property services	\$ 1,826	\$ 6,090	\$ 6,280	3.12%
6500 - Other purchased services	\$ 3,349	\$ 40,010	\$ 165,050	312.52%
6600 - General and administrative	\$ 112,196	\$ 112,196	\$ 81,963	-26.95%
6680 - Intergovernmental	\$ -	\$ 75,591	\$ -	-100.00%
7000 - Supplies	\$ 6,408	\$ 18,215	\$ 14,200	-22.04%
8000 - Property	\$ 1,925,633	\$ 4,041,232	\$ 94,944	-97.65%
8900 - Grants and contributions issued	\$ 48,820	\$ -	\$ -	
8910 - Treasurer's fees	\$ 7,581	\$ 9,776	\$ 10,000	2.29%
9100 - Transfers out	\$ -	\$ -	\$ 1,000,000	
<b>Expenditure Totals</b>	<b>\$ 2,213,854</b>	<b>\$ 4,421,034</b>	<b>\$ 1,512,248</b>	<b>-65.79%</b>
<b>Fund Total: Sales Tax E.V. Trails</b>	<b>\$ 559,529</b>	<b>\$ (1,390,189)</b>	<b>\$ 323,639</b>	<b>-123.28%</b>
<b>Fund Balance</b>	<b>\$ 1,752,440</b>	<b>\$ 362,251</b>	<b>\$ 685,890</b>	<b>89.34%</b>
<b>Fund: 1153 Sales Tax R.F.V. Transp.</b>				

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Revenue</b>				
4130 - Sales and use taxes	\$ 497,763	\$ 526,931	\$ 548,008	4.00%
4600 - Investment earnings	\$ 532	\$ 992	\$ 800	-19.35%
<b>Revenue Totals</b>	<b>\$ 498,295</b>	<b>\$ 527,923</b>	<b>\$ 548,808</b>	<b>3.96%</b>
<b>Expenditures</b>				
8900 - Grants and contributions issued	\$ 435,671	\$ 523,919	\$ 545,308	4.08%
8910 - Treasurer's fees	\$ 4,883	\$ 4,204	\$ 3,500	-16.75%
<b>Expenditure Totals</b>	<b>\$ 440,554</b>	<b>\$ 528,123</b>	<b>\$ 548,808</b>	<b>3.92%</b>
<b>Fund Total: Sales Tax R.F.V. Transp.</b>	<b>\$ 57,740</b>	<b>\$ (200)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ 133,444</b>	<b>\$ 133,244</b>	<b>\$ 133,244</b>	<b>0.00%</b>
<b>Fund: 1154 Sales Tax R.F.V. Trails</b>				
<b>Revenue</b>				
4130 - Sales and use taxes	\$ 53,550	\$ 58,548	\$ 60,890	4.00%
4600 - Investment earnings	\$ 54	\$ 138	\$ 150	8.70%
<b>Revenue Totals</b>	<b>\$ 53,605</b>	<b>\$ 58,686</b>	<b>\$ 61,040</b>	<b>4.01%</b>
<b>Expenditures</b>				
8900 - Grants and contributions issued	\$ 48,408	\$ 58,230	\$ 60,490	3.88%
8910 - Treasurer's fees	\$ 525	\$ 506	\$ 550	8.70%
<b>Expenditure Totals</b>	<b>\$ 48,933</b>	<b>\$ 58,736</b>	<b>\$ 61,040</b>	<b>3.92%</b>
<b>Fund Total: Sales Tax R.F.V. Trails</b>	<b>\$ 4,671</b>	<b>\$ (50)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ 13,446</b>	<b>\$ 13,396</b>	<b>\$ 13,396</b>	<b>0.00%</b>
<b>Fund: 1155 Transportation Capital</b>				
<b>Revenue</b>				
4330 - Federal grants	\$ 684,000	\$ 949,010	\$ -	-100.00%
4350 - State grants	\$ 104,000	\$ -	\$ -	-100.00%
4600 - Investment earnings	\$ 22,309	\$ 14,457	\$ -	-100.00%
4910 - Interfund transfers in	\$ 550,000	\$ 528,552	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ 1,360,309</b>	<b>\$ 1,492,019</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Expenditures</b>				
6100 - Purchased professional and technical services	\$ 147,725	\$ 62,775	\$ -	-100.00%
7000 - Supplies	\$ 124,892	\$ 327,001	\$ -	-100.00%
8000 - Property	\$ 1,568,384	\$ 1,537,275	\$ -	-100.00%
8900 - Grants and contributions issued	\$ 87,650	\$ -	\$ -	-100.00%
<b>Expenditure Totals</b>	<b>\$ 1,928,650</b>	<b>\$ 1,927,051</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Total: Transportation Capital</b>	<b>\$ (568,341)</b>	<b>\$ (435,032)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ 2,078,535</b>	<b>\$ 1,643,503</b>	<b>\$ 1,643,503</b>	<b>0.00%</b>
<b>Fund: 1160 Airport Fund</b>				
<b>Revenue</b>				
4130 - Sales and use taxes	\$ 77,461	\$ 89,007	\$ 88,890	-0.13%
4300 - Intergovernmental	\$ 447,009	\$ 450,000	\$ 450,000	0.00%
4330 - Federal grants	\$ 7,600,230	\$ 6,852,401	\$ -	-100.00%

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
4350 - State grants	\$ 215,463	\$ 324,944	\$ 12,480	-96.16%
4400 - Charges for services	\$ 2,731,875	\$ 2,667,300	\$ 2,711,450	1.66%
4620 - Rents and royalties	\$ 2,085,518	\$ 2,046,809	\$ 2,103,642	2.78%
4700 - Miscellaneous	\$ 15,967	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 13,173,523</b>	<b>\$ 12,430,461</b>	<b>\$ 5,366,462</b>	<b>-56.83%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 2,483,591	\$ 2,507,909	\$ 2,633,297	5.00%
5430 - Training Benefits	\$ 74,407	\$ 80,000	\$ 79,000	-1.25%
6100 - Purchased professional and technical services	\$ 120,668	\$ 162,000	\$ 245,000	51.23%
6200 - Purchased property services	\$ 427,023	\$ 470,094	\$ 391,909	-16.63%
6500 - Other purchased services	\$ 88,531	\$ 212,093	\$ 111,258	-47.54%
6600 - General and administrative	\$ 645,340	\$ 654,264	\$ 757,276	15.74%
6630 - Airport related services	\$ 241,698	\$ 523,000	\$ 477,000	-8.80%
6665 - Interdepartmental Services	\$ 29,472	\$ 30,254	\$ 25,216	-16.65%
7000 - Supplies	\$ 274,912	\$ 424,023	\$ 324,100	-23.57%
8000 - Property	\$ 8,633,451	\$ 7,762,740	\$ 270,000	-96.52%
8900 - Grants and contributions issued	\$ -	\$ 100	\$ -	-100.00%
8910 - Treasurer's fees	\$ 46,844	\$ 46,093	\$ 41,000	-11.05%
<b>Expenditure Totals</b>	<b>\$ 13,065,936</b>	<b>\$ 12,872,570</b>	<b>\$ 5,355,056</b>	<b>-58.40%</b>
<b>Fund Total: Airport Fund</b>	<b>\$ 107,587</b>	<b>\$ (442,109)</b>	<b>\$ 11,406</b>	<b>-102.58%</b>
<b>Fund Balance</b>	<b>\$ 3,110,805</b>	<b>\$ 2,668,696</b>	<b>\$ 2,680,102</b>	<b>0.43%</b>
<b>Fund: 1170 Conservation Trust Fund</b>				
<b>Revenue</b>				
4350 - State grants	\$ 121,352	\$ 120,000	\$ 120,000	0.00%
<b>Revenue Totals</b>	<b>\$ 121,352</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>0.00%</b>
<b>Expenditures</b>				
6200 - Purchased property services	\$ 102,417	\$ 110,501	\$ 110,501	0.00%
7000 - Supplies	\$ -	\$ 10,499	\$ 5,000	-52.38%
8000 - Property	\$ -	\$ 275,000	\$ -	-100.00%
<b>Expenditure Totals</b>	<b>\$ 102,417</b>	<b>\$ 396,000</b>	<b>\$ 115,501</b>	<b>-70.83%</b>
<b>Fund Total: Conservation Trust Fund</b>	<b>\$ 18,935</b>	<b>\$ (276,000)</b>	<b>\$ 4,499</b>	<b>-101.63%</b>
<b>Fund Balance</b>	<b>\$ 337,788</b>	<b>\$ 61,788</b>	<b>\$ 66,287</b>	<b>7.28%</b>
<b>Fund: 1180 800 MHZ Fund</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 573,143	\$ 576,398	\$ 574,891	-0.26%
4620 - Rents and royalties	\$ 10,734	\$ 8,800	\$ 15,600	77.27%
4700 - Miscellaneous	\$ 393	\$ -	\$ -	
4920 - Proceeds of capital asset dispositions	\$ 3,500	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 587,770</b>	<b>\$ 585,198</b>	<b>\$ 590,491</b>	<b>0.90%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 110,812	\$ 114,846	\$ 104,112	-9.35%

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
5430 - Training Benefits	\$ 5,017	\$ 6,000	\$ 6,000	0.00%
6200 - Purchased property services	\$ 51,798	\$ 90,832	\$ 95,771	5.44%
6500 - Other purchased services	\$ 14,689	\$ 39,515	\$ 23,090	-41.57%
6600 - General and administrative	\$ 41,190	\$ 41,190	\$ 26,653	-35.29%
6665 - Interdepartmental Services	\$ 8,839	\$ 10,364	\$ 10,107	-2.48%
7000 - Supplies	\$ 19,345	\$ 110,162	\$ 165,412	50.15%
8000 - Property	\$ 364,374	\$ 430,000	\$ 80,000	-81.40%
8910 - Treasurer's fees	\$ 1,184	\$ 125	\$ 100	-20.00%
<b>Expenditure Totals</b>	<b>\$ 617,247</b>	<b>\$ 843,034</b>	<b>\$ 511,245</b>	<b>-39.36%</b>
<b>Fund Total: 800 MHZ Fund</b>	<b>\$ (29,477)</b>	<b>\$ (257,836)</b>	<b>\$ 79,246</b>	<b>-130.74%</b>
<b>Fund Balance</b>	<b>\$ 1,072,963</b>	<b>\$ 815,127</b>	<b>\$ 894,373</b>	<b>9.72%</b>
<b>Fund: 1191 Emergency Reserve Fund</b>				
<b>Revenue</b>				
4600 - Investment earnings	\$ 27,097	\$ 13,150	\$ 27,000	105.32%
4910 - Interfund transfers in	\$ 335,000	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 362,097</b>	<b>\$ 13,150</b>	<b>\$ 27,000</b>	<b>105.32%</b>
<b>Fund Total: Emergency Reserve Fund</b>	<b>\$ 362,097</b>	<b>\$ 13,150</b>	<b>\$ 27,000</b>	<b>105.32%</b>
<b>Fund Balance</b>	<b>\$ 2,663,799</b>	<b>\$ 2,676,949</b>	<b>\$ 2,703,949</b>	<b>1.01%</b>
<b>Fund: 1209 Public Health Fund</b>				
<b>Revenue</b>				
4300 - Intergovernmental	\$ -	\$ 23,060	\$ 23,060	0.00%
4330 - Federal grants	\$ 628,268	\$ 549,653	\$ 531,349	-3.33%
4350 - State grants	\$ 1,150,143	\$ 1,038,804	\$ 746,142	-28.17%
4370 - Local grants	\$ 32,915	\$ 83,895	\$ 143,312	70.82%
4400 - Charges for services	\$ 194,240	\$ 194,932	\$ 140,050	-28.15%
4600 - Investment earnings	\$ 18,553	\$ 16,441	\$ 15,000	-8.76%
4650 - Contributions and donations	\$ 43,582	\$ 29,442	\$ 29,000	-1.50%
4700 - Miscellaneous	\$ 1,007	\$ -	\$ -	
4910 - Interfund transfers in	\$ 1,771,375	\$ 1,271,375	\$ 1,800,000	41.58%
<b>Revenue Totals</b>	<b>\$ 3,840,083</b>	<b>\$ 3,207,602</b>	<b>\$ 3,427,913</b>	<b>6.87%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 2,631,040	\$ 2,878,010	\$ 2,797,168	-2.81%
5430 - Training Benefits	\$ 22,855	\$ 27,204	\$ 32,297	18.72%
5155 - Salaries and Benefits - Reimbursed	\$ (37,983)	\$ -	\$ -	
6100 - Purchased professional and technical services	\$ 664,338	\$ 694,354	\$ 468,431	-32.54%
6200 - Purchased property services	\$ 17,348	\$ 22,924	\$ 23,473	2.39%
6500 - Other purchased services	\$ 128,621	\$ 136,582	\$ 156,655	14.70%
6665 - Interdepartmental Services	\$ 40,836	\$ 34,699	\$ 35,214	1.48%
7000 - Supplies	\$ 210,963	\$ 200,673	\$ 165,165	-17.69%
8910 - Treasurer's fees	\$ 2,045	\$ 1,255	\$ 1,200	-4.38%
<b>Expenditure Totals</b>	<b>\$ 3,680,063</b>	<b>\$ 3,995,701</b>	<b>\$ 3,679,603</b>	<b>-7.91%</b>

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Fund Total: Public Health Fund</b>	\$ 160,020	\$ (788,099)	\$ (251,690)	-68.06%
<b>Fund Balance</b>	<b>\$ 1,103,581</b>	<b>\$ 315,482</b>	<b>\$ 63,792</b>	<b>-79.78%</b>
<b>Fund: 1210 Mental Health Fund</b>				
<b>Revenue</b>				
4130 - Sales and use taxes	\$ -	\$ 500,000	\$ 500,000	0.00%
4910 - Interfund transfers in	\$ -	\$ 500,000	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 500,000</b>	<b>-50.00%</b>
<b>Expenditures</b>				
6500 - Other purchased services	\$ -	\$ 618,000	\$ 496,000	-19.74%
8910 - Treasurer's fees	\$ -	\$ -	\$ 4,000	
<b>Expenditure Totals</b>	<b>\$ -</b>	<b>\$ 618,000</b>	<b>\$ 500,000</b>	<b>-19.09%</b>
<b>Fund Total: Mental Health Fund</b>	<b>\$ -</b>	<b>\$ 382,000</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ 382,000</b>	<b>\$ 382,000</b>	<b>0.00%</b>
<b>Fund: 1400 Housing Loan Fund</b>				
<b>Expenditures</b>				
6609 - General and Administrative - Reimbursed	\$ (4,523)	\$ (4,523)	\$ -	-100.00%
6500 - Other purchased services	\$ 221,084	\$ 320,000	\$ 270,000	-15.63%
6600 - General and administrative	\$ 4,523	\$ 4,523	\$ -	-100.00%
<b>Expenditure Totals</b>	<b>\$ 221,084</b>	<b>\$ 320,000</b>	<b>\$ 270,000</b>	<b>-15.63%</b>
<b>Fund Total: Housing Loan Fund</b>	<b>\$ (221,084)</b>	<b>\$ (320,000)</b>	<b>\$ (270,000)</b>	<b>-15.63%</b>
<b>Fund Balance</b>	<b>\$ 1,312,787</b>	<b>\$ 992,787</b>	<b>\$ 722,787</b>	<b>-27.20%</b>
<b>Fund: 1401 Housing Operations Fund</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 633,468	\$ 971,117	\$ 968,762	-0.24%
4700 - Miscellaneous	\$ 614	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 634,082</b>	<b>\$ 971,117</b>	<b>\$ 968,762</b>	<b>-0.24%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 1,292,873	\$ 1,284,150	\$ 1,254,394	-2.32%
5155 - Salaries and Benefits - Reimbursed	\$ (918,951)	\$ (659,381)	\$ (635,406)	-3.64%
6200 - Purchased property services	\$ 825	\$ 500	\$ 176	-64.80%
6500 - Other purchased services	\$ 278	\$ -	\$ 556	
6600 - General and administrative	\$ 249,458	\$ 339,458	\$ 344,042	1.35%
7000 - Supplies	\$ 33	\$ -	\$ -	
8000 - Property	\$ -	\$ 652	\$ -	-100.00%
8900 - Grants and contributions issued	\$ 500,000	\$ 500,000	\$ -	-100.00%
8910 - Treasurer's fees	\$ -	\$ -	\$ 5,000	
<b>Expenditure Totals</b>	<b>\$ 1,124,516</b>	<b>\$ 1,465,379</b>	<b>\$ 968,762</b>	<b>-33.89%</b>
<b>Fund Total: Housing Operations Fund</b>	<b>\$ (490,434)</b>	<b>\$ (494,262)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ 892,884</b>	<b>\$ 398,622</b>	<b>\$ 398,622</b>	<b>0.00%</b>

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Revenue</b>				
4001 - Property taxes levied for general purposes	\$ 4,407,896	\$ 4,604,673	\$ 4,631,448	0.58%
4350 - State grants	\$ 1,666,407	\$ -	\$ -	
4400 - Charges for services	\$ 12,688	\$ -	\$ -	
4600 - Investment earnings	\$ 42,303	\$ 38,775	\$ 30,000	-22.63%
4620 - Rents and royalties	\$ 7,225	\$ 15,700	\$ 15,700	0.00%
4650 - Contributions and donations	\$ 263,054	\$ 3,000	\$ 3,000	0.00%
4700 - Miscellaneous	\$ 7,435	\$ 8,636	\$ -	-100.00%
4910 - Interfund transfers in	\$ 4,350,000	\$ -	\$ -	
4920 - Proceeds of capital asset dispositions	\$ 448,731	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 11,205,738</b>	<b>\$ 4,670,784</b>	<b>\$ 4,680,148</b>	<b>0.20%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 295,552	\$ 249,237	\$ 357,608	43.48%
5430 - Training Benefits	\$ 1,306	\$ 2,575	\$ 3,375	31.07%
6100 - Purchased professional and technical services	\$ -	\$ 130,000	\$ 70,000	-46.15%
6200 - Purchased property services	\$ 18,115	\$ 261,400	\$ 234,326	-10.36%
6500 - Other purchased services	\$ 25,714	\$ 87,265	\$ 116,227	33.19%
6600 - General and administrative	\$ 217,000	\$ 217,000	\$ 69,786	-67.84%
6665 - Interdepartmental Services	\$ 7,341	\$ 8,065	\$ 8,970	11.22%
7000 - Supplies	\$ 14,855	\$ 74,770	\$ 90,322	20.80%
8000 - Property	\$ 13,490,430	\$ 839,050	\$ 250,000	-70.20%
8900 - Grants and contributions issued	\$ -	\$ -	\$ -	
8910 - Treasurer's fees	\$ 139,635	\$ 155,086	\$ 138,000	-11.02%
9100 - Transfers out	\$ 1,750,000	\$ 2,600,000	\$ -	-100.00%
<b>Expenditure Totals</b>	<b>\$ 15,959,948</b>	<b>\$ 4,624,448</b>	<b>\$ 1,338,614</b>	<b>-71.05%</b>
<b>Fund Total: Open Space Fund</b>	<b>\$ (4,754,210)</b>	<b>\$ 46,336</b>	<b>\$ 3,341,534</b>	<b>7111.53%</b>
<b>Fund Balance</b>	<b>\$ 7,527</b>	<b>\$ 53,863</b>	<b>\$ 3,395,397</b>	<b>6203.77%</b>
<b>Fund: 1443 Open Space Preservation Reserve</b>				
<b>Revenue</b>				
4600 - Investment earnings	\$ 3,572	\$ 1,734	\$ 3,500	101.85%
<b>Revenue Totals</b>	<b>\$ 3,572</b>	<b>\$ 1,734</b>	<b>\$ 3,500</b>	<b>101.85%</b>
<b>Fund Total: Open Space Preservation Reserve</b>	<b>\$ 3,572</b>	<b>\$ 1,734</b>	<b>\$ 3,500</b>	<b>101.85%</b>
<b>Fund Balance</b>	<b>\$ 306,950</b>	<b>\$ 308,684</b>	<b>\$ 312,184</b>	<b>1.13%</b>
<b>Fund: 2150 Capital Improvements Fund</b>				
<b>Revenue</b>				
4001 - Property taxes levied for general purposes	\$ 179,251	\$ 187,275	\$ 188,313	0.55%
4130 - Sales and use taxes	\$ 5,778,733	\$ 6,062,517	\$ 6,123,142	1.00%
4700 - Miscellaneous	\$ 204	\$ -	\$ -	
4910 - Interfund transfers in	\$ -	\$ 15,852	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ 5,958,188</b>	<b>\$ 6,265,644</b>	<b>\$ 6,311,455</b>	<b>0.73%</b>
<b>Expenditures</b>				

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
5430 - Training Benefits	\$ 3,139	\$ -	\$ -	
6200 - Purchased property services	\$ 270,159	\$ 577,508	\$ 545,000	-5.63%
6500 - Other purchased services	\$ 143,524	\$ 423	\$ -	-100.00%
6730 - Capital leases	\$ 1,193,250	\$ -	\$ -	
7000 - Supplies	\$ 447,118	\$ 455,511	\$ 324,939	-28.66%
8000 - Property	\$ 900,263	\$ 8,415,362	\$ 1,566,547	-81.38%
8900 - Grants and contributions issued	\$ 50,505	\$ -	\$ -	
8910 - Treasurer's fees	\$ 63,071	\$ 57,966	\$ 65,000	12.13%
8920 - Debt service	\$ -	\$ 2,065,000	\$ 940,000	-54.48%
8950 - Interest expense	\$ -	\$ 700,050	\$ 638,100	-8.85%
9100 - Transfers out	\$ 3,060,500	\$ -	\$ -	
<b>Expenditure Totals</b>	<b>\$ 6,131,529</b>	<b>\$ 12,271,820</b>	<b>\$ 4,079,586</b>	<b>-66.76%</b>
<b>Fund Total: Capital Improvements Fund</b>	<b>\$ (173,341)</b>	<b>\$ (6,006,176)</b>	<b>\$ 2,231,869</b>	<b>-137.16%</b>
<b>Fund Balance</b>	<b>\$ 7,822,540</b>	<b>\$ 1,816,364</b>	<b>\$ 4,048,233</b>	<b>122.88%</b>
<b>Fund: 2202 Justice Center COP Debt Service</b>				
<b>Revenue</b>				
4600 - Investment earnings	\$ 1,998	\$ -	\$ -	
4620 - Rents and royalties	\$ 1,193,250	\$ -	\$ -	
4910 - Interfund transfers in	\$ 1,585,500	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 2,780,748</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Expenditures</b>				
8920 - Debt service	\$ 2,015,000	\$ -	\$ -	
8950 - Interest expense	\$ 760,500	\$ -	\$ -	
6500 - Other purchased services	\$ -	\$ 4,688	\$ -	-100.00%
9100 - Transfers out	\$ -	\$ 15,852	\$ -	-100.00%
<b>Expenditure Totals</b>	<b>\$ 2,775,500</b>	<b>\$ 20,540</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Total: Justice Center COP Debt Service</b>	<b>\$ 5,248</b>	<b>\$ (20,540)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ 20,540</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Fund: 3600 Landfill Fund*</b>				
<b>Revenue</b>				
4350 - State grants	\$ 41,082	\$ 20,437	\$ -	-100.00%
4400 - Charges for services	\$ 3,274,587	\$ 3,060,730	\$ 3,381,100	10.47%
4490 - Taxable & Non Taxable Sales	\$ 235,515	\$ 155,500	\$ 219,000	40.84%
4700 - Miscellaneous	\$ 10,352	\$ -	\$ -	
4910 - Interfund transfers in	\$ 89,005	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 3,650,541</b>	<b>\$ 3,236,667</b>	<b>\$ 3,600,100</b>	<b>11.23%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 969,444	\$ 1,089,623	\$ 1,087,530	-0.19%
5430 - Training Benefits	\$ 3,335	\$ 12,900	\$ 9,200	-28.68%
6100 - Purchased professional and technical services	\$ 672	\$ 4,060	\$ 1,720	-57.64%
6200 - Purchased property services	\$ 67,496	\$ 192,813	\$ 91,977	-52.30%

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
6500 - Other purchased services	\$ 81,624	\$ 129,240	\$ 112,673	-12.82%
6600 - General and administrative	\$ 377,110	\$ 377,110	\$ 153,149	-59.39%
6648 - Landfill related services	\$ 349,970	\$ 582,750	\$ 418,700	-28.15%
6665 - Interdepartmental Services	\$ 592,925	\$ 668,372	\$ 734,393	9.88%
6680 - Intergovernmental	\$ 86,693	\$ 108,645	\$ 108,646	0.00%
6800 - Closure and post closure costs	\$ (772,697)	\$ 200,000	\$ -	-100.00%
7000 - Supplies	\$ 85,238	\$ 153,880	\$ 124,695	-18.97%
8000 - Property	\$ 63,820	\$ 100,000	\$ -	-100.00%
8700 - Depreciation	\$ -	\$ 200,000	\$ -	-100.00%
8900 - Grants and contributions issued	\$ 126,368	\$ 330,292	\$ 63,000	-80.93%
8910 - Treasurer's fees	\$ 36,410	\$ 35,199	\$ 32,000	-9.09%
<b>Expenditure Totals</b>	<b>\$ 2,068,408</b>	<b>\$ 4,184,884</b>	<b>\$ 2,937,683</b>	<b>-29.80%</b>
<b>Fund Total: Landfill Fund</b>	<b>\$ 1,582,133</b>	<b>\$ (948,217)</b>	<b>\$ 662,417</b>	<b>-169.86%</b>
<b>Net Position</b>	<b>\$ 14,897,496</b>	<b>\$ 13,949,279</b>	<b>\$ 14,611,696</b>	<b>4.75%</b>
<b>Fund: 3700 Motor Pool Fund*</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 5,921,687	\$ 6,438,242	\$ 6,298,682	-2.17%
4700 - Miscellaneous	\$ 263	\$ -	\$ -	
4920 - Proceeds of capital asset dispositions	\$ 191,522	\$ 299,378	\$ 231,123	-22.80%
<b>Revenue Totals</b>	<b>\$ 6,113,472</b>	<b>\$ 6,737,620</b>	<b>\$ 6,529,805</b>	<b>-3.08%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 1,044,901	\$ 1,495,409	\$ 1,368,603	-8.48%
5430 - Training Benefits	\$ 6,778	\$ 10,500	\$ 20,762	97.73%
6100 - Purchased professional and technical services	\$ 715	\$ 1,300	\$ 1,360	4.62%
6200 - Purchased property services	\$ 50,051	\$ 129,172	\$ 81,655	-36.79%
6500 - Other purchased services	\$ 28,480	\$ 57,462	\$ 38,168	-33.58%
6600 - General and administrative	\$ 389,586	\$ 389,585	\$ 352,630	-9.49%
6665 - Interdepartmental Services	\$ 84,386	\$ 106,772	\$ 141,316	32.35%
6730 - Capital leases	\$ 14,122	\$ 18,098	\$ 22,753	25.72%
7000 - Supplies	\$ 1,511,013	\$ 2,379,951	\$ 2,072,890	-12.90%
8000 - Property	\$ 1,541,383	\$ 2,310,779	\$ 2,660,946	15.15%
8700 - Depreciation	\$ -	\$ 850,000	\$ -	-100.00%
8910 - Treasurer's fees	\$ 2,050	\$ 3,385	\$ 3,000	-11.37%
<b>Expenditure Totals</b>	<b>\$ 4,673,465</b>	<b>\$ 7,752,413</b>	<b>\$ 6,764,083</b>	<b>-12.75%</b>
<b>Fund Total: Motor Pool Fund</b>	<b>\$ 1,440,007</b>	<b>\$ (1,014,793)</b>	<b>\$ (234,278)</b>	<b>-76.91%</b>
<b>Net Position</b>	<b>\$ 16,025,331</b>	<b>\$ 15,010,538</b>	<b>\$ 14,776,260</b>	<b>-1.56%</b>
<b>Fund: 3730 Insurance Reserve Fund</b>				
<b>Revenue</b>				
4001 - Property taxes levied for general purposes	\$ 158,677	\$ 165,790	\$ 166,734	0.57%
4721 - Insurance Proceeds	\$ 419,450	\$ 447,559	\$ 467,487	4.45%
<b>Revenue Totals</b>	<b>\$ 578,126</b>	<b>\$ 613,349</b>	<b>\$ 634,221</b>	<b>3.40%</b>

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**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Expenditures</b>				
6200 - Purchased property services	\$ 182,179	\$ 169,233	\$ 101,216	-40.19%
6500 - Other purchased services	\$ 358,335	\$ 619,733	\$ 528,005	-14.80%
8910 - Treasurer's fees	\$ 4,750	\$ 6,766	\$ 5,000	-26.10%
<b>Expenditure Totals</b>	<b>\$ 545,264</b>	<b>\$ 795,732</b>	<b>\$ 634,221</b>	<b>-20.30%</b>
<b>Fund Total: Insurance Reserve Fund</b>	<b>\$ 32,862</b>	<b>\$ (182,383)</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Fund Balance</b>	<b>\$ 322,851</b>	<b>\$ 140,468</b>	<b>\$ 140,468</b>	<b>0.00%</b>
<b>Fund: 3790 Health Insurance Fund</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 10,880,812	\$ 9,941,056	\$ 8,087,439	-18.65%
4700 - Miscellaneous	\$ 84,578	\$ 35,000	\$ -	-100.00%
<b>Revenue Totals</b>	<b>\$ 10,965,390</b>	<b>\$ 9,976,056</b>	<b>\$ 8,087,439</b>	<b>-18.93%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 7,672,687	\$ 9,652,421	\$ 9,977,293	3.37%
6500 - Other purchased services	\$ 223,771	\$ 269,029	\$ 128,500	-52.24%
6600 - General and administrative	\$ 1,792	\$ 54,606	\$ 558,034	921.93%
<b>Expenditure Totals</b>	<b>\$ 7,898,250</b>	<b>\$ 9,976,056</b>	<b>\$ 10,663,827</b>	<b>6.89%</b>
<b>Fund Total: Health Insurance Fund</b>	<b>\$ 3,067,139</b>	<b>\$ -</b>	<b>\$ (2,576,388)</b>	
<b>Fund Balance</b>	<b>\$ 8,323,704</b>	<b>\$ 8,323,704</b>	<b>\$ 5,747,316</b>	<b>-30.95%</b>
<b>Fund: Eagle County Housing and Development Authority *</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 841,838	\$ 639,897	\$ 647,103	1.13%
4650 - Contributions and donations		\$ 500,000		-100.00%
<b>Revenue Totals</b>	<b>\$ 841,838</b>	<b>\$ 1,139,897</b>	<b>\$ 647,103</b>	<b>-43.23%</b>
<b>Expenditures</b>				
6500 - Other purchased services	\$ 920,268	\$ 919,949	\$ 974,803	5.96%
8000 - Property		\$ 1,058,261		-100.00%
<b>Expenditure Totals</b>	<b>\$ 920,268</b>	<b>\$ 1,978,210</b>	<b>\$ 974,803</b>	<b>-50.72%</b>
<b>Fund Total: ECHDA</b>	<b>\$ (78,430)</b>	<b>\$ (838,313)</b>	<b>\$ (327,700)</b>	<b>-60.91%</b>
<b>Net Position</b>	<b>\$ 14,898,953</b>	<b>\$ 14,060,640</b>	<b>\$ 13,732,940</b>	<b>-2.33%</b>
<b>Fund: The Valley Home Store *</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 219,100	\$ 221,750	\$ 202,650	-8.61%
<b>Revenue Totals</b>	<b>\$ 219,100</b>	<b>\$ 221,750</b>	<b>\$ 202,650</b>	<b>-8.61%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 142,171	\$ 176,465	\$ 150,141	-14.92%
6500 - Other purchased services	\$ 29,709	\$ 36,441	\$ 32,818	-9.94%
<b>Expenditure Totals</b>	<b>\$ 171,880</b>	<b>\$ 212,906</b>	<b>\$ 182,959</b>	<b>-14.07%</b>
<b>Fund Total: TVHS</b>	<b>\$ 47,220</b>	<b>\$ 8,844</b>	<b>\$ 19,691</b>	<b>122.65%</b>
<b>Net Position</b>	<b>\$ 116,574</b>	<b>\$ 125,418</b>	<b>\$ 145,109</b>	<b>15.70%</b>

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Fund: Lake Creek Village Apartments *</b>				
<b>Revenue</b>				
4620 - Rents and royalties	\$ 4,507,231	\$ 4,354,617	\$ 4,451,620	2.23%
4600 - Investment earnings	\$ 286			
4650 - Contributions and donations	\$ 534,224			
<b>Revenue Totals</b>	<b>\$ 5,041,741</b>	<b>\$ 4,354,617</b>	<b>\$ 4,451,620</b>	<b>2.23%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 514,479	\$ 502,917	\$ 472,723	-6.00%
6500 - Other purchased services	\$ 1,467,624	\$ 1,329,287	\$ 1,077,432	-18.95%
8000 - Property		\$ 153,500	\$ 339,500	121.17%
8700 - Depreciation	\$ 788,059	\$ 687,012		-100.00%
8920 - Debt service			\$ 1,008,395	
8950 - Interest expense	\$ 689,361	\$ 812,531	\$ 971,365	19.55%
8900 - Grants and contributions issued		\$ 500,000		-100.00%
<b>Expenditure Totals</b>	<b>\$ 3,459,523</b>	<b>\$ 3,985,247</b>	<b>\$ 3,869,415</b>	<b>-2.91%</b>
<b>Fund Total: LCV</b>	<b>\$ 1,582,218</b>	<b>\$ 369,370</b>	<b>\$ 582,205</b>	<b>57.62%</b>
<b>Net Position</b>	<b>\$ 505,184</b>	<b>\$ 874,554</b>	<b>\$ 1,456,759</b>	<b>66.57%</b>
<b>Fund: Eagle County Air Terminal Corporation*</b>				
<b>Revenue</b>				
4620 - Rents and royalties	\$ 4,807,471	\$ 4,799,730	\$ 4,799,719	0.00%
4400 - Charges for services	\$ 870,170	\$ 767,152	\$ 764,004	-0.41%
4600 - Investment earnings	\$ 188,732	\$ 24,000	\$ 24,000	0.00%
<b>Revenue Totals</b>	<b>\$ 5,866,373</b>	<b>\$ 5,590,882</b>	<b>\$ 5,587,723</b>	<b>-0.06%</b>
<b>Expenditures</b>				
6500 - Other purchased services	\$ 1,472,515	\$ 1,707,261	\$ 2,006,984	17.56%
6850 - Rebate expense	\$ 300,000	\$ 300,000	\$ 300,000	0.00%
8700 - Depreciation	\$ 1,437,082	\$ 1,581,240	\$ -	-100.00%
8950 - Interest expense	\$ 639,692	\$ 1,698,720	\$ 1,666,125	-1.92%
8920 - Debt service			\$ 800,000	
8000 - Property	\$ -		\$ 22,095,294	
<b>Expenditure Totals</b>	<b>\$ 3,849,289</b>	<b>\$ 5,287,221</b>	<b>\$ 26,868,403</b>	<b>408.18%</b>
<b>Fund Total: Eagle County Air Terminal</b>	<b>\$ 2,017,084</b>	<b>\$ 303,661</b>	<b>\$ (21,280,680)</b>	<b>-7108.04%</b>
<b>Net Position</b>	<b>\$ 27,490,927</b>	<b>\$ 27,794,588</b>	<b>\$ 6,513,908</b>	<b>-76.56%</b>
<b>Totals for all Eagle County Funds, including Blended Component Units</b>				
<b>Revenue Totals</b>	<b>\$ 143,615,669</b>	<b>\$ 136,312,460</b>	<b>\$ 123,788,039</b>	<b>-9.19%</b>
<b>Expenditure Totals</b>	<b>\$ 141,911,439</b>	<b>\$ 149,278,073</b>	<b>\$ 144,278,277</b>	<b>-3.35%</b>
<b>Net Totals</b>	<b>\$ 1,704,230</b>	<b>\$ (12,965,613)</b>	<b>\$ (20,490,238)</b>	<b>58.04%</b>
<b>Fund Balance</b>	<b>\$ 70,759,746</b>	<b>\$ 59,913,581</b>	<b>\$ 60,001,688</b>	<b>0.15%</b>
<b>Net Position</b>	<b>\$ 73,934,465</b>	<b>\$ 71,815,017</b>	<b>\$ 51,236,672</b>	<b>-28.65%</b>
<b>Total Fund Balance/Net Position</b>	<b>\$ 144,694,211</b>	<b>\$ 131,728,598</b>	<b>\$ 111,238,360</b>	<b>-15.55%</b>

**Exhibit A**  
**2019 Eagle County Government Budget**  
**Includes all Funds, Departments, and Blended Component Units**

	2017 Actual Amount	2018 Amended Budget	2019 Proposed Budget	% Change from 2018 Amended to 2019 Proposed
<b>Discretely Presented Component Units</b>				
<b>Golden Eagle Elderly Apartments* - Approved by GEEHC Board, Discretely Presented in ECG Financials</b>				
<b>Revenue</b>				
4620 - Rents and royalties	\$ 246,115	\$ 245,644	\$ 246,244	0.24%
4600 - Investment earnings	\$ 152			
4650 - Contributions and donations	\$ 20,500			
<b>Revenue Totals</b>	<b>\$ 266,767</b>	<b>\$ 245,644</b>	<b>\$ 246,244</b>	<b>0.24%</b>
<b>Expenditures</b>				
5100 - Salaries and benefits	\$ 37,648	\$ 50,670	\$ 53,173	4.94%
6500 - Other purchased services	\$ 115,629	\$ 118,911	\$ 107,250	-9.81%
8000 - Property		\$ 49,200	\$ 55,699	13.21%
8700 - Depreciation	\$ 84,181	\$ 80,681		-100.00%
8920 - Debt service			\$ 11,399	
8950 - Interest expense	\$ 25,982	\$ 26,400	\$ 30,068	13.89%
<b>Expenditures Total</b>	<b>\$ 263,440</b>	<b>\$ 325,862</b>	<b>\$ 257,589</b>	<b>-20.95%</b>
<b>Fund Total: Golden Eagle</b>	<b>\$ 3,327</b>	<b>\$ (80,218)</b>	<b>\$ (11,345)</b>	<b>-85.86%</b>
<b>Net Position</b>	<b>\$ 321,700</b>	<b>\$ 241,482</b>	<b>\$ 230,137</b>	<b>-4.70%</b>
<b>Fund: 3900 911 Fund - Discretely Presented in ECG Financials</b>				
<b>Revenue</b>				
4400 - Charges for services	\$ 982,153	\$ 948,125	\$ 969,007	2.20%
4600 - Investment earnings	\$ 5,320	\$ 2,214	\$ 4,500	103.25%
4700 - Miscellaneous	\$ -	\$ -	\$ -	
4910 - Interfund transfers in	\$ -	\$ -	\$ -	
<b>Revenue Totals</b>	<b>\$ 987,473</b>	<b>\$ 950,339</b>	<b>\$ 973,507</b>	<b>2.44%</b>
<b>Expenditures</b>				
6200 - Purchased property services	\$ 74,822	\$ 118,079	\$ 121,134	2.59%
6500 - Other purchased services	\$ 69,406	\$ 83,576	\$ 54,500	-34.79%
6600 - General and administrative	\$ 46,222	\$ 46,222	\$ 46,222	0.00%
6680 - Intergovernmental	\$ 771,559	\$ 774,562	\$ 816,454	5.41%
7000 - Supplies	\$ 2,500	\$ 4,712	\$ -	-100.00%
8000 - Property	\$ -	\$ 38,248	\$ 191,526	400.75%
<b>Expenditure Totals</b>	<b>\$ 964,509</b>	<b>\$ 1,065,399</b>	<b>\$ 1,229,836</b>	<b>15.43%</b>
<b>Fund Total: 911 Fund</b>	<b>\$ 22,965</b>	<b>\$ (115,060)</b>	<b>\$ (256,329)</b>	<b>122.78%</b>
<b>Net Position</b>	<b>\$ 491,496</b>	<b>\$ 376,436</b>	<b>\$ 120,107</b>	<b>-68.09%</b>
<b>Totals for all Eagle County Funds, including Blended Component Units and Discretely Presented Units</b>				
<b>Revenue Totals</b>	<b>\$ 144,869,909</b>	<b>\$ 137,508,443</b>	<b>\$ 125,007,790</b>	<b>-9.09%</b>
<b>Expenditure Totals</b>	<b>\$ 143,139,388</b>	<b>\$ 150,669,334</b>	<b>\$ 145,765,702</b>	<b>-3.25%</b>
<b>Net Totals</b>	<b>\$ 1,730,521</b>	<b>\$ (13,160,891)</b>	<b>\$ (20,757,912)</b>	<b>57.72%</b>
<b>Fund Balance</b>	<b>\$ 70,759,746</b>	<b>\$ 59,913,581</b>	<b>\$ 60,001,688</b>	<b>0.15%</b>
<b>Net Position</b>	<b>\$ 74,747,661</b>	<b>\$ 72,432,935</b>	<b>\$ 51,586,916</b>	<b>-28.78%</b>
<b>Total Fund Balance/Net Position</b>	<b>\$ 145,507,407</b>	<b>\$ 132,346,516</b>	<b>\$ 111,588,604</b>	<b>-15.68%</b>

**Exhibit A**

**2019 Eagle County Government Budget**

**Includes all Funds, Departments, and Blended Component Units**

	<b>2017 Actual Amount</b>	<b>2018 Amended Budget</b>	<b>2019 Proposed Budget</b>	<b>% Change from 2018 Amended to 2019 Proposed</b>
<p>* These entities moved from full accrual to modified accrual budget basis beginning in fiscal year 2019.</p> <p>The calculation of Fund Balance and Net Position for budget purposes is the fund total (budgeted revenues less budgeted expenditures) added to the previous year's balance. We expect that there will be year end financial adjustments related to capitalization and accrual to comply with GAAP.</p>				

# Long-Term Financial Policies



## EAGLE COUNTY GOVERNMENT

### Financial Management Policies

Prepared By the Eagle County Finance Department  
For the Eagle County Board of County Commissioners 6/16/2015

#### I. SUMMARY OF FINANCIAL POLICIES AND GOALS

##### A. Overview

The Financial Management Policies for Eagle County Government (the County) serve multiple purposes, including, but not limited to: 1) formalizing the Board of County Commissioner's policy direction regarding financial management, 2) helping ensure that the County continues to be transparent and "exemplary stewards of the public trust", 3) maintaining and enhancing the sound fiscal condition of the County, 4) facilitating communications and expectations between Commissioners, various elected and appointed officials, County staff and constituents, 5) documenting the organization's responsibilities for safeguarding assets, verifying the accuracy of financial data, promoting operational efficiency and ensuring adherence to prescribed policies and compliance with federal and state regulations, 6) ensuring that appropriate reviews, monitoring, and approvals take place, and 7) setting a tone within the organization for ethical conduct and integrity. Periodic reviews and updates of the policies shall be conducted as needed. As circumstances change, it is anticipated that existing financial policies will need to be modified.

##### B. Ethics and Principles

The Board of County Commissioner's (referred to also as BoCC and the Board) is committed to the highest standards of conduct in the performance of its public duties. Individual and collective adherence to high ethical standards by public officials is central to the maintenance of public trust and confidence in government. The BoCC expects all elected officials, appointed officials, and staff to apply the following principles while adhering to the financial policies:

- Promote decisions with the public's interest in mind.
- Actively promote public confidence in Eagle County Government.

- Faithfully comply with all laws, regulations, and policies applicable to the County.
- Effectively manage and safeguard all funds and County assets that are your responsibility.
- Maintain a respectful attitude toward the public, employees, elected officials, colleagues, and associates.
- Cooperate effectively with other governmental agencies, political subdivisions, and all other organizations in order to further the public interest of the County.
- Engage only in outside interests which are compatible with the impartial and objective performance of public duties. Any activities which may not be compatible regarding a specific duty or issue should be disclosed immediately.

In addition, the finance department adheres to the Code of Professional Ethics of the Government Finance Officers' Association (GFOA), which is included in Section XI of this document. Refer to the "Eagle County Employee Handbook" for a more detailed discussion of standards of conduct and conflicts of interest.

## II. ORGANIZATION and RESPONSIBILITIES

### A. Organizational Basis

Legally, the County is an extension of Colorado State government (the State). The State legislature promulgates a significant number of statutes, and the executive branch imposes regulations affecting County government. Many of these statutes and regulations either specifically establish County policy or limit the BoCC's flexibility in establishing County policy.

### B. Financial Reporting Entity

The reporting entity of Eagle County Government consists of (a) the primary government, i.e. the County itself; and (b) organizations for which the County is financially accountable. The County is considered financially accountable for a legally separate organization if it has some operational control and financial accountability, or there is a potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the County. Consideration is also given to other organizations that are fiscally dependent, i.e. unable to adopt a budget, levy tax, or issue debt without approval of the County. Organizations for which the nature and significance of their relationship with the County are such that exclusion of their financial statements would cause the reporting entity's financial statements to be misleading or incomplete are also included in the County's reporting entity.

#### Blended Component Units

Blended component units of the County include: 1) Eagle Lease Financing Corporation, which, for reporting purposes, is part of the County and included in the Joint Maintenance Service Center debt service fund, 2) Eagle County Justice Center Financing Corporation, which, for reporting purposes, is included in the primary government because it is fiscally dependent upon the County and provides financing solely for the County and is therefore included in the Justice Center Finance Authority capital projects fund, 3) Eagle County Air Terminal (ECAT) which is reported as an enterprise fund, as the County may be financially accountable, further, upon payment in full of all issued bonds and other obligations the Corporation will be dissolved and ownership of the terminal, along with all remaining assets, will be transferred to the County, 4) Eagle County Housing and Development Authority (ECHDA) which is reported as an enterprise fund, as the County may be financially accountable. ECHDA is charged with increasing the supply of housing that is affordable to low income individuals and families who live or work in Eagle County. ECHDA operationally manages all housing projects the County is associated with, including Lake Creek Village, Golden Eagle Elderly Housing, Riverview Apartments and Seniors on Broadway. ECHDA is the sole member of Lake Creek Village, LLC.

#### Discretely Presented Component Units

Discretely presented component units of the County include: 1) Lake Creek Affordable Housing Corporation, for which the Board of County Commissioners is responsible for appointing four

members of the seven-member board, 2) Golden Eagle Elderly Housing Corporation, for which the Board appoints the Corporation's board and can impose its will on the Corporation, and 3) Eagle County Emergency Telephone Service Authority (E 911), for which the Board appoints the Authority's board members.

#### Other Related Entity

The Public Trustee is a State statutorily-mandated position, appointed by the Board, but whose financial transactions are independent of the County. However, all expenditures and associated funding transactions related to the operations of the County Office of the Public Trustee are included in the general fund of the County, except those required to be accounted for in a custodial fund.

#### **C. Board of County Commissioners**

Eagle County is governed by a three-member board of commissioners. The commissioners are elected at large to four-year staggered terms. The Board is the County government's main policy-making body and serves in an administrative, budgetary, and, at times, a quasi-judicial capacity. The BoCC, in conjunction with the County manager, establishes all policies, including the financial policies of the County, which are reviewed and revised as needed.

The BoCC believes that all County officials will derive significant benefits from adherence to these financial policies. The Board also believes that this financial policy manual is consistent with the requirements of the "Local Government Budget and Accounting Laws" (C.R.S. Title 29: Article 1, parts 1, 5,6).

The BoCC authorizes the County manager to take any and all necessary disciplinary actions to assure compliance with these policies by directors. The Board requires the County manager to inform the Board regarding noncompliance with these policies by elected or appointed officials and staff.

#### **D. County Manager**

The County manager serves at the pleasure of the Board of County Commissioners. The County manager is generally responsible for providing administrative support to the BoCC and for providing direction and interpretation of Board policies to the County departments/offices.

The County manager is directed by the BoCC to oversee the execution of these financial policies which have been established and adopted by the Board. Additionally, the County manager is designated as the official "Budget Officer" by the Board.

#### **E. Finance Director**

The finance director, appointed by the County manager, is responsible for providing administrative and operational support, control, and direction for the management of the County's finances to the Board, the County manager and all County departments/offices.

The finance director will develop all appropriate procedures and practices necessary to implement the financial policies established by the BoCC. In establishing procedures and practices, the finance director must comply with Generally Accepted Accounting Principles (GAAP), Government Accounting Standards Board (GASB) pronouncements, direction from the external auditor, direction from the State auditor, direction from the State Department of Local Affairs, other various pertinent agencies, and all relevant State and Federal statutes.

#### **F. Department Directors**

Department directors, appointed by the County manager, and elected officials, elected by citizens of Eagle County, are responsible for complying with all financial policies as described in the policy manual. Department directors and elected officials are also responsible for holding their respective staff accountable for compliance with the financial policies.

### III. BUDGET

#### A. Budget Preparation

##### Budget Development Purpose Statement

The budget is to be developed with the participation of all departments and elected offices and with their commitment to meet the needs and expectations of County citizens, as aligned with the Board's strategic plan, while maintaining efficiency and effectiveness.

##### Relationship to Goals and Objectives

The County's annual strategic planning document identifies many of the goals and objectives that are considered in the development of the budget. Implementation of this vision directly supports the purpose statement of our organization. In addition, the BoCC's "Strategic Priorities" are used by many departments as a guide in developing their "Work Plans", from which a portion of their budgets are based.

##### Budget Philosophy

The BoCC's short and long term goals are the cornerstone of the budget. The budget is a financial plan which attempts to enhance and diversify revenues and minimize expenditures consistent with maintaining routine services and capital investments. Tools used include detail budget proposals, long range financial projections and the Capital Improvements Plan. The finance department is responsible for preparing annually, and issuing to directors and elected officials, a budget preparation guide which shall include specific BoCC policy and detail procedures for preparing each year's budget. Eagle County practices the concept of "modified zero-based" budgeting which guides department directors and elected officials to budget only what they know they need for the fiscal year, as to not budget excess funds in their budgets that are not expressly needed at the time the budget is adopted. This budgeting philosophy prevents the "fluffing" of budgets with contingency funds and the subsequent expenditure/expense of funds that otherwise might be saved. Due to this modified zero-based budgeting concept, the County has in place a supplemental process that allows department directors and elected officials the opportunity, several times during the year as needed, to adjust and amend their budgets when situations and/or circumstances arise that require additional funding.

##### Budget Policy

The policies for the County budget comply with Local Government Budget Law of Colorado as outlined in Colorado Revised Statutes (C.R.S.) Title 29: Article 1, Budget and Services: Part I. for preparation, consideration, adoption, execution, and audit procedures. The budget policies apply to all departments of Eagle County Government. Annually, the BoCC has the authority and responsibility to adopt and oversee implementation of a budget approving the use of public funds for the operation of all County departments. Eagle County's fiscal year runs from January first through December thirty-first.

Pursuant to C.R.S. Title 29: Article 1, the County manager is the designated Budget Officer for the BoCC. The County manager, or his designee, shall present a recommended budget, including the mill levy distribution and budget, for BoCC consideration and approval no later than December 15th of each year. The budget is presented after working with all elected officials, constitutional officers, and department directors on behalf of the BoCC to prepare the recommended budget.

##### County Property Tax Revenue Budgeting

The Eagle County assessor is responsible for discovering, listing, classifying, and valuing all property within the County and follows state laws when meeting these responsibilities. The assessor's office publishes final property valuations for each fiscal year in November. These values are used to levy property tax that is to be collected by the County, schools, towns, and several special districts in the County that provide local services. All of the revenue generated by property taxes stays within the County. Property taxes do not support State services.

Each December, the BoCC is tasked with passing a resolution allocating and approving the County's portion of property tax revenue for the following year between various County funds. Total property revenue budget for the various funds is determined by a set County mill levy multiplied with the final assessed valuation of property within the County and then reduced by any tax increment financing obligations. The BoCC may redistribute portions of the total 8.499 mills to different funds, as allowed by law, but may *not* raise the total mill levy without voter approval. Further, as required by voter approval, the Open Space fund must receive 1.5 mills and this cannot be reduced without voter approval.

The County finance department is responsible for collecting and compiling mill levy certifications for the County itself, as well as all towns, school districts, and special districts within the County. The report is presented to the public in December during a public BoCC meeting. The BoCC is not responsible for approving these certifications, but is only required to compile and present the information and then submit to the State Department of Local Affairs by December 22 of each year.

#### Balanced Budget Guidelines

Each fund is balanced separately. Unless specifically authorized by the BoCC, expenditures will be equal to or less than the revenues for each fund. In cases where expenditures exceed revenues, sufficient reserves must be available to cover the deficit, or a transfer from another fund must be approved by the BoCC. If sufficient reserves and/or a transfer from another fund is not available, essential services will receive first priority for funding. Subsequently, low-priority services will be identified for reduction or elimination. Long range financial projections are prepared for major funds and analyzed to assure that impacts of the proposed budget are fiscally sound in future years.

#### Strategic Plan Alignment

Every year the BoCC adopts and/or renews the County-wide strategic plan and their "Strategic Priorities". The strategic plan outlines the goals and objectives for the County for the budget year. The "Strategic Priorities" indicate the categories of programs that the BoCC will consider supporting as they relate to the strategic plan. The recommended budget shall, to the extent possible and based on available resources, be consistent with the goals and objectives of the BoCC adopted strategic plan and the "Strategic Priorities".

#### Fund Balances

In accordance with government accounting standards, the County reports the extent to which it is bound to honor constraints on the specific purposes for which amounts in the fund can be spent. The County does this by establishing, in accordance with GASB pronouncement 54, five different components of fund balance. They are:

- Nonspendable fund balance
- Restricted fund balance
- Committed fund balance
- Assigned fund balance
- Unassigned fund balance

The last three components together comprise "unrestricted fund balance" and are available for reserves and therefore considered in the reserve policies.

#### Reserve Requirements Policy

Each fund will maintain sufficient "unrestricted fund balances"; to assure adequate cash for working capital and for possible catastrophes, to generate investment revenue, to avoid short term interest expenses, and to ensure good standing with credit agencies. A reserve is to be maintained for each fund at a level designated by the BoCC through resolution and as either a dollar amount or a percentage of the annual operating appropriation total of that fund. This reserve may be used at the BoCC's discretion during times of difficult economic conditions and/or for emergencies as recognized by the BoCC. If the reserve for any of these funds drops below the designated level, a plan for

re-establishing the reserve will be developed and approved by the BoCC.

#### General Fund Reserves

The recommended budget for the general fund will set aside “committed funds” in reserve, as determined in an annual risk-based analysis of reserve requirements prepared by the finance department. The analysis will be prepared based on the GFOA “Triple A” model for assessing risk. In addition, the general fund budget will contain contingency funds for unexpected operational demands as a separate line item. The BoCC must authorize, during supplemental appropriations, any subsequent use of these funds from the general fund contingency line item. The budget is transferred to the appropriate department and line item account upon approval, thereby increasing the appropriation level of the department and allowing the expenditure of previously reserved funds in the proper account line item. Individual general fund departments/offices will not budget departmental reserves or contingency funds.

#### TABOR Emergency Reserves

An emergency reserve as required by Article X, Section 20 of the Colorado Constitution Amendment One, is maintained in a separate fund. These funds may only be used in the case of a “declared emergency” and under an amendment enacted in November 1992 - emergencies must be officially declared and then refunded to the emergency reserve fund within 180 days after the emergency ends.

#### Other Fund Reserves

Reserves for other funds will vary as appropriate to the fund and will be approved annually by the BoCC as a part of the budget process. Recommended reserve requirements for these funds will be made by the finance department after consultation with the appropriate department director.

#### Capital Improvement Fund Budget and Three-Year Capital Plan

The recommended budget shall include a capital budget and a three-year capital plan with a balanced financial base for renewal, replacement, and new projects. The recommended capital budget and capital plan shall be adequate to maintain capital assets at a level sufficient to protect infrastructure and minimize future maintenance and replacement costs. The capital improvement project (CIP) requests are reviewed and updated quarterly by a committee appointed by the County manager. The CIP committee will make recommendations to the BoCC for their consideration. Capital improvement projects are funded by sales tax revenue dedicated for capital and other revenues as deemed appropriate by the BoCC and consistent with State law. CIP funds should be used to create and maintain tangible assets owned by or to be owned by Eagle County Government. The adopted CIP plan authorizes expenditures for each specific project. Additions, deletions, or cost changes of projects in the adopted CIP budget require BoCC and County manager approval. The CIP plan will identify ongoing operating requirements associated with each capital project. If a capital request is approved in the budget process, the operating budget will reside in the appropriate department assigned to oversee the project, i.e., facilities for buildings, fixtures, furniture; IT for technology solutions; fleet for vehicle replacement, etc. Capital project budgets should include all costs and expenditures associated with the completion of the project.

#### Position Control

The recommended budget shall include a total number of recommended permanent, full-time equivalent (FTE) positions by classification for each department. Grant-related positions which do not require County matching dollars still must be approved by the BoCC prior to the hiring of any FTE. Further information on recruitment and new FTE policies are available on the ecoNet and are maintained by the human resources department

#### Performance Pay, Market Adjustments, and Benefits

The recommended budget shall include, to the extent possible and based on available resources, merit pay adjustments for employee performance pay, market adjustments and/or benefit adjustments. Performance pay is based on an assessment of actual employee performance pursuant to the Eagle County Personnel Manual and the compensation procedures as outlined and maintained

by the human resources department. The complete compensation policy can be found under the human resources page on the ecoNet.

#### Revenues and Resources

The recommended budget shall include revenue and resource estimates that balance with proposed expenditure appropriations.

Property tax rates and distributions are estimated and allotted pursuant to Article X, Section 20 of the Colorado Constitution Amendment One. The allocation of property tax to separate County funds is based upon statutory requirements and/or revenue required to meet program needs. As mentioned above, the mill levy rate may be adjusted by fund depending on assessed values, program needs, and upon approval by the BoCC.

- Sales Tax Revenues are estimated on an aggregate basis for five years beyond the current budget year. Sales taxes shall be estimated using a combination of projections for sectors of the economy that produce sales tax and an analysis of past sales tax performance and current economic factors.
- Grants, Fees, and Other Revenue estimates are determined by individual departments with assistance from the finance department. Departments are responsible for meeting those budgets. Block grants and categorical grants will be tracked in separate cost centers.
- Beginning and ending fund balance and available resources for each County fund are estimated by the finance department based on projected actual expenditures and revenues of the previous and current fiscal years.
- All revenues are forecast for the current year, plus an additional five years, by the finance department. These forecasts are based on assumptions that are vetted with a Board-appointed Financial Advisory Board consisting of prominent citizens with various business and professional expertise.
- Upon BoCC approval, the general fund will recover the costs of providing services to County proprietary and special revenue funds. The recommended budget shall use the most current "full-cost" allocation plan to estimate the value of those services. The BoCC then sets inclusionary policies that may decrease the allocable costs charged to those funds receiving cost benefits from the County general fund.

#### Legislative Consideration and Adoption

The BoCC approves the budgeted level of expenditures for each fund. The budgets of all elected officials reside in the general fund, but are adopted at the department level within the fund. At any point prior to adoption, the BoCC may revise the recommended budget, pursuant to available resources and the requirements of state law. Elected officials and department directors shall have an opportunity to present any disagreement with the recommended budget to the County manager and then to the BoCC prior to budget adoption.

**Budgetary Basis of Accounting** – The County budget is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) as applicable to governments. County funds reflect the modified accrual basis of accounting in which budgeted revenues are recorded when they become measurable and available, and expenditures are charged against the budget when the economic event occurs. Once appropriations are approved by the BoCC, no department, office, or program may expend, or contract to expend, any funds in excess of the amount appropriated in the appropriation resolution. All unencumbered and unspent appropriations lapse at year end.

**Budget Position Control** – The BoCC approves the total number of permanent FTEs in the adopted budget. Departments must obtain BoCC approval for additional staffing levels above the adopted FTE count. The County manager, as designated Budget Officer, may authorize position classification realignments between and/or within departments.

#### Budget Control and Execution

The level of budgetary control is at the classification level within each department. No department may expend, or contract to expend, any money in excess of the amount appropriated in the appropriation resolution. No fund may carry a negative fund balance according to State statute. Administratively, operating budgets are controlled at the department level with departments having the authority to transfer appropriations within certain classifications within a department without further BoCC approval. Those certain classifications are fixed in the annual budget guidelines as approved by the BoCC and may be expanded to line item control. Increases in capital plan appropriations must be approved by the BoCC.

**Supplemental Appropriations** – Supplemental appropriations may be submitted for review and approval by the BoCC. Supplemental appropriations are appropriate when certain types of unanticipated revenue are secured. For example, the unanticipated revenue that must be offset by expenditure, i.e. a grant, would be considered for a supplemental appropriation. However, an increase in general revenue sources, e.g., property taxes, sales taxes, etc., is considered revenue available for County-wide appropriations and therefore not eligible for supplemental appropriations.

Supplemental appropriations may also be submitted for review and approval by the BoCC when additional appropriations are required to meet unanticipated needs, even though specific revenues have not been secured. In these cases, budget adjustments are made by appropriating from the general fund contingency line item or the unassigned fund balance. Budget adjustments appropriating from the unassigned fund balance should only be used when there are inadequate general fund contingency line item funds available and it has been reasonably determined that the requesting department cannot accommodate the request within its current appropriations. Supplemental appropriations for departments outside of the general fund may be submitted for review and approval by the BoCC as well, and, when necessary, may propose to use that fund's assigned fund balance to cover such appropriations that fulfill services within the mandated function of the fund. No other funds, besides the general fund, have unassigned fund balances.

**Budgetary Transfers** – Transfers of budget between spending agencies must be approved by the BoCC. A transfer can move budgeted and appropriated amounts from one or more spending agencies in one fund to one or more spending agencies in another fund. It can also consist of the transfer of budgeted and appropriated amounts between spending agencies within one fund.

**Budget Audit and Evaluation** - A budgetary control system is maintained to ensure adherence to the budget. Periodic financial reports are submitted to the BoCC and department directors detailing the progress toward compliance. These reports, at a minimum, compare the current budget and the year-to-date revenues and expenditures by department.

**Performance Measures** – Measures that assess the County's responsibility to provide services that are effective and efficient are developed and reported to assist the public in assessing the results of operations for Eagle County. In addition, the County's online check book, "Eagle County Open Book" (Open Book), reports all revenues and expenditures by department and vendor and is available to the public on the County's website.

## **B. Budget Administration and Control**

### Budget Control Purpose Statement

The purpose of budget control for Eagle County is to ensure that the budget is sustainable and transparent and that departments are accountable to their goals and objectives in an appropriate manner. Departments/offices should be prudent and strive to stay within budget, while being allowed the flexibility to deploy the appropriate resources to meet changing environments and client and/or commissioner needs through the supplemental process. This level of budgetary control adheres to the County's budget philosophy described above and the concept of modified zero-based budgeting.

### Philosophy

Once the BoCC adopts the proposed budget, the finance director enters the budget (now a financial plan) into New World Systems, the County's accounting and financial system. The accounting system then becomes the major tool for monitoring financial status. Throughout the year, department directors and elected officials regularly review results by comparing actual expenditures and revenues to the budget. Whenever expenditures or revenues differ from the budget, causing a net negative variance, the department director or elected official prepares and presents corrective action plans to the County manager and the finance director for consideration and presentation to the BoCC for approval. This continuous monitoring and correction of the financial plan assures flexible and responsive provision of services.

#### Definition

An appropriation is the authority to spend funds as determined by the BoCC in the budget appropriation resolution. A supplemental appropriation is the authority to spend funds in addition to those authorized in the budget appropriation resolution; the additional spending must be formally approved by the BoCC using a supplemental appropriation resolution. The TABOR Amendment sets specific revenue and spending limits for each budget year. The BoCC can exceed those limits as the result of the specific voter approval at the November 1995 election.

#### Responsibilities

Directors and elected officials are responsible for managing their expenditures (at the "classification" level as defined by the BoCC annually) within the appropriation authorized. If a department director or elected official determines a need for additional appropriation or to rearrange appropriations "between classifications", that director or elected official must document and forward the request to the finance director. Any appropriation change request which creates an inter-agency, inter-fund, or supplemental-type of request must be published in the newspaper and formally accepted by resolution of the BoCC at a public hearing. Due to this administrative process, the finance director will hold and process these types of requests on a periodic basis, and as needed (typically, February, April, June, September and December).

The finance director is responsible for, when needed, assisting directors and elected officials in the preparation of supplemental requests and supporting documentation, consolidating the requests and in the presentation of those requests to the County manager and the BoCC. Also, the finance director will initiate a "Carry Forward Supplemental" process at the beginning of each fiscal year which will be included in the first supplemental, usually in February. Carry forwards are usually restricted to major or operating capital projects. Carry forwards for routine operating expenditures may be requested but are atypical and require very strong justification and extenuating circumstances to be approved.

The County manager, as County Budget Officer, is responsible for reviewing all appropriation requests. By statute, the BoCC has responsibility and authority for the final approval of all appropriations.

#### **IV. ACCOUNTING PRACTICES**

##### **A. Accounting Basis**

The County will maintain adequate systems for collecting, controlling, recording, and reporting both revenues and expenditures using GAAP as appropriate to governments and providing full compliance with both State and Federal laws and regulations.

##### **B. Financial Statements**

The County's basic financial statements, presented in the Comprehensive Annual Financial Report (CAFR), are composed of three components:

1. Government-wide Financial Statements,
2. Fund Financial Statements and

### 3. Notes to the Financial Statements

The CAFR also contains other supplementary information in addition to the basic financial statements themselves.

#### Government-wide Financial Statements

Government-wide financial statements report information on all activities of the County and its component units. These statements are designed to provide readers with a broad overview of the County's finances, in a manner similar to a private-sector business. Both the government-wide statements (statement of net position and statement of net assets) distinguish functions of Eagle County that are principally supported by taxes and intergovernmental revenues (governmental activities) from functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The County's public safety, public works, health and welfare, transportation, culture and recreation, and general government functions are classified as governmental activities. The sanitary landfill, Eagle County Air Terminal (ECAT) and Eagle County Housing and Development Authority (ECHDA) operations are classified as business-type activities.

The government-wide statement of net position presents information on all of the County's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of Eagle County is improving or deteriorating.

The government-wide statement of activities reports both the gross and net cost of each of the County's governmental functions and business-type activities. This is shown by how the County's net position changed during the financial period. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the related

cash flows. Thus, revenues and expenditures are reported in the statement for some items that will result only in cash flows in future fiscal periods rather than affecting profit or loss (e.g., uncollected taxes and earned but unused vacation leave).

The government-wide financial statements include Eagle County itself (known as the *primary government*), the business-type activities (sanitary landfill, ECAT and ECHDA) and the following legally separate entities or *discretely presented component units*: Lake Creek Affordable Housing Corporation, Golden Eagle Elderly Housing Corporation (which includes Seniors on Broadway) and Eagle County Emergency Telephone Service Authority (E 911), for which Eagle County is financially accountable. Financial information for the discretely presented component units is presented separately from the financial information of the primary government.

#### Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources which have been segregated for specific activities or objectives. Eagle County uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of Eagle County can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

#### Governmental Funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using the modified accrual basis of accounting. Revenues are only recognized when they are both measurable and available and received within 60 days. Expenditures are recorded when the liability is incurred, with the exception of debt service expenditures, which are expenditures related to compensated absences and claims and judgments, which are recorded only when due.

Eagle County recognizes four types of governmental funds; the general fund, special revenue funds, debt service funds and capital projects funds. The five major governmental funds within Eagle County Government are the general fund, the road and bridge fund, the Eagle Valley transportation fund, the airport fund and the open space fund.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide reconciliation to facilitate this comparison between governmental funds and governmental activities.

#### Proprietary Funds

Eagle County maintains two different types of proprietary funds: enterprise funds and internal service funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. Eagle County Government uses enterprise funds to account for its sanitary landfill fund, Eagle County Airport Terminal fund and Eagle County Housing and Development Authority fund. Internal service funds use an accounting method that accumulates and allocates costs internally among Eagle County Government's various functions. Eagle County Government uses internal service funds to account for its fleet of vehicles, casualty insurance premiums, and for its health insurance plan. Because these services predominantly benefit government rather than business-type functions, they have been included within governmental activities in the government-wide financial statements.

#### Fiduciary Funds

Fiduciary funds, also referred to as custodial funds, are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Eagle County's own programs.

#### **C. Year-end Closings**

Each year the finance department shall establish date cut-offs for processing purchases and receipts in order to facilitate timely "closings" to prepare finalized trial balances for the annual audit. The finance department is responsible for preparing two closing reports each year; budget basis and final audited.

#### Budget Basis

The budget basis closing report will be produced no later than the end of March. This report reflects revenue receipts through December 31, expenditures invoiced through December 31, and adjustments (accruals) as included in the budget. This report can be used to make overall judgments regarding ending position or budget performance and is used in preparation of the current periods published budget book. The finance department submits the published budget book to the State Department of Local Affairs for review and comment.

#### Final Audited

The final audited closing report, the CAFR, is the most technical report and is produced after the auditors have completed their official audit of the County's financials. This report reflects fiscal period activity including the accounting accruals and auditor adjusting entries that may have become necessary during the course of the audit. This report can be used to make overall judgments regarding ending position and to compare prior period performances. The CAFR is submitted to the State Auditor's Office and to the Government Financial Officers' Association for review and comment.

#### **D. Departmental Reporting**

The County uses three financial accounting software systems, the primary one being New World

Systems, which is used to maintain detailed record of all sub-ledger and general ledger activity of the County, with the exception of ECAT which uses QuickBooks and ECHDA which uses Yardi Beacon. The BoCC, County manager, elected officials, department directors and select managers and staff have direct access to a large variety of financial reports for their department(s). Reports can be generated at the line item detail level or at a broader overview level. The budget performance report compares actual month and year-to-date results to both the original adopted budget and the revised amended budget. Each manager, director and elected official is responsible for quality assurance and monthly review of financial and budget reports. Custom reports can be created by the finance department upon departmental request and reporting ability using the Business Analytics dynamic reporting tool for data that is stored in New World Systems.

The finance department will monitor summary reports and bring exceptions to the attention of the County manager and Board of County Commissioners as necessary.

Each department director and elected official is responsible for providing regular status reports to the County manager. Further, each department director and elected official is responsible for major projects that fall under their managerial control and may be required to provide project status reports to the Board of County Commissioners as necessary. Finance will support these efforts to the extent possible, given adequate notice.

**E. Audits and Internal Controls**

External Audit

State law requires that all general-purpose local governments, which Eagle County Government is, publish, within six months of the close of each fiscal year, a complete set of financial statements presented in conformity with GAAP and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. The BoCC employs a certified public accounting firm to audit the accounting financial statements on an annual basis. The finance department prepares the materials requested by the auditor and the finance director is responsible for producing and distributing both the required CAFR and the associated Audit Management Letters. The BoCC coordinates with directors and elected officials to correct any deficiencies noted by the external auditors in the management letter.

Internal Control

A comprehensive framework of internal control serves as the first line of defense in safeguarding assets and preventing and detecting errors and fraud. Internal control, which is synonymous with management control, helps government servants achieve desired results through effective stewardship of public resources.

The County manager and the finance department are primarily responsible for the appropriate internal control of all County assets and financial transactions. Internal control, as mentioned above, is a major part of managing an organization. An integral component of an organization's management that provides reasonable assurance that the following objectives are being achieved:

- Effectiveness and efficiency of operations,
- Reliability of financial reporting, and
- Compliance with applicable laws and regulations

Examples of how the finance department assists the County in achieving effectiveness and efficiency are the periodic reviews of systems and the corresponding effectiveness of job duties within those systems. The finance department also provides management consulting advice to department heads together with management reports to assist them in making cost-effective decisions. Examples of reliability of financial reporting include double reviews of all monthly reports, annual audited financials and monthly reconciliations of cash received. Examples of compliance with applicable laws and regulations include the timeliness of reporting to the State and the controls surrounding appropriated expenditures.

The finance department establishes appropriate internal control based on the following five standards and as explained in further detail below:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communications
5. Monitoring

#### Control Environment

Management and employees establish and maintain an environment throughout the organization that sets a positive and supportive attitude toward internal control and conscientious management. A positive control environment is the foundation for all other standards. It provides discipline and structure as well as the climate which influences the quality of internal control. Integrity and solid ethical values maintained and demonstrated by management and staff is the cornerstone of this foundation and will be held to a high standard.

#### Risk Assessment

Internal control shall provide an assessment of the risks the agency faces from both external and internal sources. One way risk can be assessed is through internal audits. Internal audits are performed by the finance department on a regular basis that include audits for adequate support documents/approvals, cash drawer balances, proper account coding (for both expenditures and revenues), receivable audits, payable audits, fixed asset audits, purchasing card audits, and any other control audit as deemed necessary. Forecasting, adaptive strategic planning, and consideration of findings from audits and other assessments all aid in risk identification and will be carried out on an ongoing basis by the finance department to continually identify and mitigate risk where possible.

#### Control Activities

Internal control activities help ensure that management's directives are carried out. The control activities should be effective and efficient in accomplishing the agency's control objectives. Control activities include the policies, procedures, techniques and mechanisms that enforce management's directives. The budget process, for example, is a control activity that helps ensure departments are carrying out the Board's directives. These activities are an integral part of the County's planning, implementing, reviewing, and accountability of County resources.

#### Information and Communications

Information is recorded and communicated to management and others within the entity as needed, in a form, and within a time frame that enables them to carry out their internal control and other responsibilities. Forms of communication must be reliable and timely for the County to achieve its objectives. The finance department stays current on all government finance pronouncements and standards that may affect County reporting and operations and communicates such information to department directors as soon as possible. The finance department also consults with external auditors, the attorney's office and/or any other necessary resources when additional expertise is required to properly implement changes in current operations, policies and procedures. The finance department ensures that all financial reporting mechanisms available to management are accurate, easily accessible, and add value to management decision making. In addition, communication to the public of all expenditures is accomplished through posting on the online check book, Open Book, on the County's website.

#### Monitoring

Internal control monitoring assesses the quality of performance over time and ensures that the findings of audits and other reviews are promptly resolved. Monitoring is a continual process and occurs in the course of normal operations. An example of quality performance is the quality service and efficiency standards that the finance department has implemented. Another example of such monitoring includes management's review and approval of accounts payable on a weekly basis and

the procedures and subsequent reporting by the independent auditors.

**F. Record Management**

Record Retention

The state archive of Colorado publishes the *Colorado General Records Management Manual* which the County finance department uses as a guideline for record management. The records management process allows for the legal preservation or disposal of records as required by statutes. Each County department is responsible for the maintenance of their own record retention policy. This policy pertains only to financial documents maintained specifically by the finance department. The policy is as follows:

1. No record shall be destroyed or disposed of so long as it pertains to any pending legal case, claim, action, or audit.
2. Federal financial assistance recipients are required to retain records as prescribed by the federal Grants Management Common Rule, which requires financial and programmatic records, supporting document, statistical records, and other records of grantees or sub-grantees to be retained for no less than THREE years. Departments receiving such federal assistance are responsible for maintaining these records, not the finance department. The finance department may assist in providing such records to the department when reasonable.
3. Accounts payable documentation will be retained for no less than SEVEN years. Documents may be retained in either paper or electronic form.
4. Audit workpapers will be retained for no less than FIVE years. Workpapers may be retained in either paper or electronic form.
5. The complete County record retention schedule is kept by the Attorney's office and lists all records maintained by the County and how long they need to be kept.
6. When records have exceeded the minimum retention schedule it is legal to destroy records.
7. Records can be destroyed by shredding, burning (where no local burn ordinance is in effect), recycling, or landfill. Records that are confidential by nature should be destroyed by shredding, or they can be destroyed professionally by a company that can certify to secure destruction.
8. Permanent records may be microfilmed or imaged and placed on an optical disk.

Open Records Requests

It is the policy of the BoCC that all public records shall be open to inspection by any person at reasonable times, except as provided by the Colorado Public Records Act, or as otherwise specifically provided by law. Requests may be submitted in person, via regular mail or via facsimile. Open records requests should be submitted to the official custodian of records for a particular department or to the person who is believed to be the custodian of the requested records using the Open Records Request form found on the Eagle County website. For complete details, see the Eagle County Open Records Policy also found on the "Attorney" page of the Eagle County website, [www.eaglecounty.us](http://www.eaglecounty.us).

Open Book

Open Book is Eagle County's online tool designed to allow taxpayers to view County revenues, expenditures and budgets in a transparent, easy-to-use format. Information on the website allows users to browse by budgets, expenditures, vendors or purchasing card transactions. Data presented in Open Book is unaudited information and is therefore subject to change.

**G. Special Functions**

Efficiency

The finance department will endeavor to achieve service levels that will make County accounting systems easier to use, improve efficiencies and be more effective. Finance has adopted a continuous improvement mission and will, therefore, continue to look for and implement the most cost effective

and reliable accounting methods and procedures. In order to achieve this, the finance department will assist in the implementation of necessary internal control safeguards for other departments and elected offices in order to achieve reliable, efficient processes that protect County assets.

#### Interdepartmental Charges

Inter-fund interdepartmental charges are processed through New World and require proper invoicing and approval from the charging and paying departments, respectively. Charges between departments/offices within a fund will generally not be done unless there is a compelling financial reason. Such reasons shall include the need to allocate expenses for grant reimbursements, state program reimbursements, or any other need related to the collection of revenues.

#### Administrative Fees

Charges to certain special revenue and enterprise funds for the general fund administrative costs that they incur are calculated using a Full Cost Allocation Plan. Revisions to the Full Cost Allocation Plan are considered by the BoCC on an annual basis during the budget process. Administrative fees are charged to the funds on a monthly basis using a journal entry.

#### Postage

Central postage is absorbed by the general fund. Postage provided for non-general fund departments will be charged to those departments/funds. In addition, certain general fund programs are charged because their grants and reimbursements are designed to cover these costs.

#### Office Supplies and Coffee

Departments are responsible for ordering their own office and operating supplies. Coffee for general fund departments is absorbed in the purchasing department. Non-general fund departments charge coffee to the administrative department of their respective funds and may or may not purchase coffee independently.

## V. EXPENDITURE MANAGEMENT

### Expenditure Policy Statement

Directors and elected officials must monitor actual expenditures versus budgeted appropriations for each requested payment and are responsible for assuring that spending does not exceed budget authorization. Responsibilities might be delegated to management staff for the approval of financial transactions; however, such delegation does not relieve directors and elected officials of the responsibility for financial management. Budget surpluses may not be used as justification for increased spending in the classification experiencing the surplus or any other. As part of the internal control system, the finance department requires director, elected official or manager signature authorization (in either physical or electronic form) for the following financial transactions: purchasing, payment to vendors, posting corrections, payroll approval, purchasing card approval, cash advances, petty cash payments, reimbursements to employees, and any other transaction that uses budgeted funds under the director/elected official/manager's control.

#### **A. Purchasing**

Individual departments/offices perform their own purchasing activities for all other goods and services not explicitly mentioned in the list below. Items purchased must coincide with what has been budgeted and appropriated for that item's government accounting classification.

The following is a list of departments responsible for a few specific functions of purchasing pertaining to the County:

- Motor pool is responsible for the purchase of all vehicles and heavy equipment (excluding the Airport equipment).
- Facilities is responsible for the purchase of all furniture and fixtures for County facilities;

for managing all capital projects related to buildings and grounds (excluding the Airport); and for managing both property and casualty insurance programs with assistance from the finance department.

- Airport is responsible for purchasing its own equipment and maintaining its facilities.
- Human resources is responsible for the purchasing and contracting with all Commissioner-approved employee benefit program vendors. Human resources must work with the County manager, finance director, and/or BoCC as necessary prior to changing any employee benefit programs.
- Information technology coordinates purchasing computer software and equipment in conjunction with the department purchasing such equipment.
- MFDs (copiers, printers, etc.) may only be obtained from one of two approved vendors. Departments may order equipment after consulting with information technology and finance.

**Bids and Quotations** – The Board of County Commissioners has adopted Guidelines for Purchasing and Contracting through Resolution No. 2014-003 (available on ecoNet). This resolution provides guidance on when projects must obtain documented quotes, when projects must go to formal bid, the application of local preferences, the selection criteria, and acceptable exceptions to the contracting process. Additionally, Administrative Policy 2014-001 (available on ecoNet) provides additional detail on the contracting and purchasing processes. Departments and elected offices are expected to follow these procedures and guidelines, as may be amended from time to time, unless an exception has been authorized by the BoCC, County manager, or County attorney. Bid and quotation policies and guidelines can be found on ecoNet.

**Purchase Approvals** – All purchases must be based on budgeted appropriations. Any purchases that require a contract between the County and a third party must adhere to the County attorney's office contract policies and procedures as outlined by the attorney's office. Departments may also utilize the purchase order module in New World to encumber budget dollars for large purchases and to meet vendor requirements.

**Receiving and Inspection** – All County supplies, materials, and equipment are to be shipped to and received at a County facility. Items purchased with County funds are not to be shipped to any employees' or officials' personal residence or business. The receiving department/office inspects all goods in a timely manner to assure goods are in conformance with the order. Any goods not in compliance with the order, such as: damaged goods, goods of unacceptable quality, incorrect quantity, missing parts, etc., are to be returned or resolved with the vendor immediately by the receiving department. It is the receiving department's director's responsibility to ensure that all purchases are for legitimate County business and that expenses conform to the approved budget purpose.

## **B. Payments**

### Payments to Vendors

**Invoices** – Invoice payment information and supporting documents will be entered and approved by the initiating department/office and presented to the finance department for payment. The finance department will return any request for payment which does not have adequate supporting documents, causes the budgeted "line item classification" to go over-budget, does not have adequate authorization, is not classified correctly, or does not meet any other internal control standards. All invoices require a second level of approval at the department level by either the department director or an appointee. Invoices are to be submitted to the finance department no later than five o'clock PM on Tuesdays (adjusted for holidays) and checks will be printed and mailed no later than Friday of that same week (adjusted for holidays). Departments/offices may elect to have checks returned to their department/office, rather than mailed out directly, by selecting the "internal check pick-up" option during invoice entry.

**Hand Checks** – The finance department provides a "hand check" process for emergency spending. All

requested "hand checks" must be approved by the finance director, financial accounting manager or an appointee of the finance director. The finance director will record and report excessive "hand check" activity to the County manager for remedial management action.

**Purchasing Cards** - County employees may be given a County credit card ("purchasing card"), at the discretion of their director. All employees in possession of a County purchasing card must sign the user agreement and comply with all regulations laid out therein. Receipts for all purchases must be kept and submitted as part of the monthly approval process prior to payment of the Visa bill. Purchases made for County purposes are tax exempt. And while not all purchases will be able to be made without tax (certain states and entities do not recognize Colorado Sales Tax Exemptions), employees should make an effort to avoid payment of sales tax whenever possible. As laid out in the user agreement, County purchasing cards may *only* be used for official County business that has been budgeted and approved *prior* to purchase. Authorization to use the card may be withheld or revoked by Eagle County Government at any time. Further, Eagle County Government reserves the right to investigate any purchases made with the card at any time. The cardholder has no rights of privacy in regards to purchases made on the County purchasing card.

**Posting Corrections** - General ledger account coding errors may occur during the processing of payments to vendors and/or employees. Department directors, elected officials, or department delegates, are responsible for the identification of such errors within the department and area of responsibility. The finance department is responsible for validating, coordinating and posting the correction of such errors once the request and all required documentation has been received. The finance department establishes procedures as deemed necessary to effectively perform such corrections and maintains a record of corrections by year and journal number. Posting correction forms/requests can be found on ecoNet.

**Refunds of Expenditures** - An overpayment or incorrect payment to a vendor will be deposited as an ROE (Refund of Expenditure) against the account number used in the initial purchase. Departments should provide the warrant from the vendor and the appropriate information to the finance department. The finance department designee will enter the information into revenue collections and bring both the revenue collection form and the warrant to Treasury for deposit. No deposits will be made to credit an expense account other than verified and approved ROEs.

#### Payments to Employees

**Payroll** - The payroll function is split between human resources and the finance department as explained below.

Human resources shall be responsible for maintaining all employee information, including personal employee information, benefit programs and options, wage rates, and employee tax information. Finance is responsible for verification of submitted electronic time sheets, payroll related changes and corrections from departments, and the actual processing of payroll through the ADP Software Portal. All departments/offices must submit individual employee time records through the Time and Attendance system by the assigned time each pay period. Finance performs a final review on all submitted time records before payroll is calculated and finalized each pay period.

The finance director reviews and publishes payroll data as required by State statute and as authorized by the BoCC as part of its appropriated budget.

**Travel and Business Expense** - Employees will be reimbursed for approved out-of-pocket expenses related to County business. Such expenses include, but are not necessarily limited to, mileage reimbursement for County-related business travel in a personal vehicle, reimbursed at the IRS mileage reimbursement rate at the time of travel; and travel accommodations, including flights, hotels, parking, and other transportation during business travel. During business travel, employee meals are reimbursable at rates stated in the Eagle County Employee Handbook. Meals purchased within 50

miles of employees' home offices during the course of normal daily business are not considered business travel and may *only* be charged to the County when there has been specific management approval prior to purchase. Per the Eagle County Employee Handbook, employees may never charge the purchase of alcohol to the County, either directly or through reimbursement. Employees may use their County purchasing card while traveling to avoid approved out-of-pocket expenses and will then not need to be reimbursed. Whether employees choose to be reimbursed for business expenses or to use their purchasing card, the same expenditure policies apply, including turning in receipts for all purchases and clearly stating the business purpose and attendees of all meals, and will be reviewed and enforced by department directors and the finance department during internal audits. Any violation of employee reimbursements or travel and business expense being charged to the County purchasing card may result in personnel action and the repayment of the expenditures in question. The complete travel and business expense policy, as well as detailed explanation of qualified mileage reimbursements, is available to all employees on ecoNet and is updated regularly by both finance and human resources as needed. Beyond this financial policy and the regulations detailed in the complete travel and business expense policy, it is the responsibility of department directors and elected officials to set, and enforce, policies for their offices regarding appropriate use of budgeted dollars for business and staff meeting food purchases. It is at the discretion of the department director/elected official when funds may be used for business and/or staff meetings within 50 miles of the home office. Per IRS regulations: receipts, attendees, and the business purpose of meetings, meals, travel, etc. must be documented and filed for all reimbursable travel and business expenses, without exception.

**Cash advances** – Cash advances will only be provided for expenses directly related to the conduct of official County business. The department director and the finance director must approve all cash advances. Within 30 days of receiving a cash advance, the recipient is responsible for providing supporting documentation, including but not limited to receipts, business purpose, and attendees of any meals, for the resulting expenditures and/or returning unused funds.

**C. Expenditure Reporting**

Unclaimed Property

Unclaimed money is tangible property that has been abandoned by the owner for one or more years. Some examples of property that can become abandoned and might be considered unclaimed property are: payroll checks, vendor checks, and over-payment or refund checks.

Colorado Revised Statutes (C.R.S.) Title 38: Article 13, Unclaimed Property Act requires the County to notify on all personal property that is considered abandoned or unclaimed and remit funds on property over \$25 in value to the State Treasurer for deposit by November 1st of each year. Though state statute allows the County to keep unclaimed property less than \$25 in value issued up to three years prior to remittance, Eagle County finance has committed to remit all unclaimed property to the state regardless of dollar amount by November 1st of each year. Before filing an unclaimed property report, the County must send written notice to the owner at the owner's last known address not more than 120 days prior to submission of the report. All property is turned over to the state treasurer's office annually by the deadline mentioned above, after the department has exhausted all alternatives to ensure the money is delivered to the appropriate owner.

**D. Payment Reports**

The finance director will review and publish a report detailing all payments to all vendors monthly, as required by state statute, in the Eagle Valley Enterprise newspaper. These reports are also available electronically on the Eagle County website. Weekly payment reports are also reviewed by the finance director and County manager.

**E. Petty Cash**

Petty Cash

The finance department will authorize "cash drawers" (from here on referred to as petty cash) for County departments/offices as required and in sufficient amounts to conduct public business. It is the

responsibility of each department director or elected official to balance cash regularly and retain sufficient documentation to fully explain the basis and nature of each transaction. The use of funds must be properly recorded in New World to maintain complete financial transaction information.

The finance department maintains a petty cash check system to provide for emergency spending needs of less than \$1,000 (regular hand checks will be used for larger dollar amounts). As directed by the finance director, exceptions will be allowed under certain circumstances. Petty cash checks will be charged to the requesting department/office through the standard accounts payable process to reimburse any petty cash funds used.

## VI. REVENUE MANAGEMENT

### Revenue Management Policy

The County follows a policy of prompt and efficient collection of taxes, fees, and other revenues and strives to maintain a simple revenue structure in order to reduce compliance costs for the taxpayers while ensuring the County's ability to provide ongoing services. The finance department and the treasurer's office coordinate in the development of adequate deposit procedures for County departments.

#### A. Revenue Sources

##### Revenue Diversification for Fiscal Sustainability

Generally, current revenues fund current expenditures. The County maintains diverse revenue sources and a multi-year forecasting system to help ensure stability so as to protect programs and services from short-term fluctuations in the cash flows of any single revenue source. The goal is that the County will be able to continue necessary programs and services to its citizens. A Financial Advisory Board consisting of citizens, who are various subject matter experts in the County, assists in the development of conservative financial assumptions supporting the multi-year forecasts. The finance department is responsible for maintaining these forecasts as well as cash flow records and reconciliations. Monthly cash reports are provided to management showing current cash balances and a brief financial analysis of these balances.

##### Property Taxes

The County's single largest source of discretionary revenues is property taxes. The County's goal is to maintain a secured property tax collection rate of at least 99% in the year levied. Property taxes are determined through the assessment of property values in accordance with Colorado Statutes and multiplied times the appropriate mill levies assigned to those properties, as described earlier in this document.

##### Sales Taxes

The County's second single largest source of discretionary revenues is sales taxes. The County's sales tax rate is 1.5% and receives these taxes directly from the State approximately one and a half months after the end of the month for which the taxes are collected. The finance department uses historical records and its forecasting system to project cash flows from sales taxes. In addition, the finance department reports the sales tax receipts to County personnel on a monthly basis with appropriate analyses. The finance department prepares this report within days of receiving the collection report from the State.

##### Fees and Charges

All fees established by the County for licenses, permits, fines, services, applications, and other miscellaneous charges shall, whenever possible and within the law, be set to recover all or the maximum reasonable portion of the County's expense in providing the associated service. The County's expense includes all direct and indirect costs, such as depreciation, supervision, clerical support, and all other costs as calculated in the cost allocation plan. These fees are reviewed at least annually by the County

departments and with the assistance of the finance department, in order to determine the impact of inflation and other cost increases.

#### Transfers

The Finance department is responsible for analyzing the elasticity and diversity of the revenue stream and for determination of cash distribution or transfers to and from funds.

#### Grant Revenue

Each department is responsible for the preparation and submission of grant proposals and for complying with all grant management and reporting requirements. All potential grants shall be carefully examined by the submitting department for matching requirements (dollars, maintenance- of-effort, and in-kind matches), and funding sources identified for the out years once grant funds are reduced or eliminated.

Future funding obligations required by grants must be identified prior to grant acceptance by the Board. The County shall seek grants and other funding opportunities which provide maximum leverage of County monies while minimizing commitments requiring recurring County fiscal expenditures.

Each department is also responsible for providing all necessary grant information to the County's financial accounting manager immediately upon receipt of the grant award and during the course of the audit to the external auditor.

#### Miscellaneous Collections

The Finance department and treasurer's office will pursue and coordinate collection functions for, including but not limited to:

- Use of collection agencies
- Short check fees
- Late payment charges
- Interest charges
- Payroll and/or benefit overpayments

### **B. Revenue Reporting**

#### Timeliness of Deposits

All funds received will be receipted into New World Systems and deposited to treasury, or other financial software and banking institution, as it may apply, no more than three days after receiving the funds. Funds must be receipted into the financial software and to the bank on the same business day for reporting purposes. Funds may be received in the form of cash, check, warrant or wire.

#### Basis of Accounting

Throughout the fiscal year, revenue will be receipted using the cash basis of accounting, unless the receiving department uses the accounts receivable billing module. The general ledger date in the financial software will be the same as the day the funds are deposited to treasury/the bank. All revenue received in the first sixty (60) days of the following fiscal period that was earned and recognizable in the previous period will be accrued according to GAAP and in compliance with government financial reporting requirements.

## VII. INSURANCE and RISK MANAGEMENT

### **A. Policy**

The County recognizes and accepts its legal responsibility to manage risks effectively and has adopted a proactive approach to well thought-through risk taking. The effective management of risk is therefore at the heart of the County's approach to delivering cost effective and valued services to the

public as well as sound County governance. Consequently, all staff must understand the importance of well thought-through and managed risks in decision making and adopt an approach that will help identify, assess, take action to manage them and review progress.

Some risk-taking is necessary to optimize public value creation. All organizations face risk. Well managed risk-taking should be recognized by all managers and staff within the County as being fundamentally important to effective service delivery, maximizing opportunities for innovation in service development and adapting to change.

**B. Division of Responsibility**

The County manager has split the insurance management functions as follows:

Property and Casualty Insurance	→	Facilities
Worker's Compensation Insurance	→	Human Resources

The facilities department is responsible for property and casualty insurance and performs the following related functions:

- Develops and maintains the operating policies and procedures.
- Maintains adequate systems for preventing, controlling, recording, and reporting all insurance matters.
- Processes and reviews all claims.
- Provides appropriate loss control and safety programs.
- Reviews the insurance coverage, deductibles, and risk management programs at least annually.
- Evaluates and bids insurance services at least every five years.

The human resources department is responsible for worker's compensation insurance and performs the following related functions:

- Develops and maintains the operating policies and procedures.
- Maintains adequate systems for preventing, controlling, recording, and reporting all insurance matters.
- Processes and reviews all claims.
- Provides appropriate loss control and safety programs.
- Reviews the insurance/risk management program at least annually.
- Evaluates and bids insurance services at least every five years.

The County attorney's office may be delegated the responsibility of claims management for major liability insurance claims, property losses, or claims involving death or serious bodily injury.

**VIII. DEBT MANAGEMENT**

**A. Policy**

The finance department maintains adequate systems for controlling, recording, and reporting to properly manage all debt. This includes both County-originated debt and Local Improvement District originated debt. Debt management includes bonded debt, lease purchases, certificates of participation, and any other forms of debt. These programs are reviewed at least annually.

**B. Structure**

The BoCC directs that the use of debt be limited to major capital projects, generally greater than \$1,000,000 in cost. The BoCC also directs the finance director to evaluate all requests to incur debt and to make recommendations regarding the effects of approval on the County's overall financial position.

The finance director shall maintain communication with financial consultants, underwriters, bond rating agencies, paying agents, etc., regarding the County's debt structure.

Ordinarily, the County incurs debt in one of four forms:

1. General Obligation Bonds
2. Revenue Bonds
3. Certificates of Participation
4. Lease/purchase Agreements

#### General Obligation Bonds

General obligation bonds represent a commitment to fund debt service payments from property taxes, and as such, require voter approval in addition to BoCC review. In order to maintain present high credit ratings, the County policy is not to incur any general obligation debt.

#### Revenue Bonds

Revenue bonds represent a commitment to fund debt service payments from a specific non-property tax revenue source, such as sales tax, and require voter approval in addition to BoCC approval for all government-related activities. Enterprise funds may incur debt if sufficient revenue is available to service the debt, as explained in more detail below.

#### Certificates of Participation

Certificates of participation represent a commitment by the County to fund a non-binding lease with an outside authority. The lease payments are made from unrestricted funds (unassigned, assigned, or committed funds). A source of unrestricted revenue must be identified to ensure that future lease payments can be made without interruption.

#### Lease/Purchase Agreements

Lease/purchase agreements represent a general commitment to fund payments from County revenues. Lease/purchase agreements require voter approval under the TABOR Amendment unless appropriate "funding out" terms are included. The only leases the County is allowed to enter into are for printers and copiers where the specified vendors have approved the "funding out" terms in their master lease.

### **C. Long Term Debt Financing Factors**

The use of debt is limited to major capital projects that are within an enterprise fund or are mandated by State or Federal agencies. Certificates of participation are used when a revenue source is available within the County's long-range operational forecasts. Revenue bonds are used for enterprise funds only when an adequate long-term revenue source is available for servicing the debt. In all cases, revenues available for debt issues must be considered sufficient and reliable such that long-term financing may be marketed with an appropriate credit rating, which can be maintained. In addition, market conditions must present favorable interest rates and demand for County debt financing. Debt is only incurred when a project is: 1) immediately required to meet or relieve capacity needs, 2) existing un-programmed cash reserves are insufficient to pay project costs, and/or 3) the life of the project is 5 years or longer.

#### Refunding Factors

The debt portfolio will be monitored on a semi-annual basis by the finance director for refunding opportunities. Refunding will be used when legally allowable and when any of the following conditions are present: significant savings may be achieved, anticipated revenues call for a change in the debt service structure, or when the County may desire a change in a bond covenant.

#### Arbitrage Compliance

Arbitrage occurs when the funds received from a bond are reinvested at a higher interest rate

than that which is paid to the bond investors. Taxes must be paid on any profits derived by the County from such reinvestment. Reports are required for each bond on every five year anniversary of the bond issue date. The finance director will contract with an arbitrage compliance consulting firm to ensure proper calculation and compliance with IRS arbitrage regulations.

**D. Interfund Borrowing**

Interfund borrowings may occur for temporary cash flow reasons and are not intended to result in a transfer of financial resources. Any interfund borrowings from one fund to another must be approved by the BoCC by resolution. In such cases, a loan agreement between the funds will be included and attached to the BoCC resolution containing repayment terms, interest rates, due dates, etc.

**IX. FIXED ASSET MANAGEMENT**

**A. Capitalization Policy**

All assets acquired and owned by the County having a value of \$10,000 or more and a life expectancy of greater than one year, as well as capital leases, are considered a fixed asset by the County. All fixed asset purchases require approval by the BoCC and may be considered for funding from the Capital Improvement Fund.

**B. Care of Assets**

Department directors and elected officials are responsible for the care of all County assets in their department/office. Annually, the finance department may request that each department director and elected official take a physical inventory of all assets including fixed assets within their department as identified in the County financial records. The finance department audits the asset inventories of selected departments/offices annually, or as needed.

Motor pool develops and maintains operating policies and procedures to ensure adequate care of all vehicle and heavy equipment fixed assets.

**C. Disposal of Assets**

Surplus items which are not included as fixed assets shall be forwarded to the facilities department for disposal. The facilities department must advertise and then sell these items formally.

Surplus items which are included as fixed assets shall be forwarded to the facilities department for disposal. The facilities department must use the formal process statutorily required for the disposal of fixed assets. Each department director or elected official releasing surplus fixed assets must notify the finance department of asset numbers of the affected items by completing an asset disposal form.

Prior to advertising the sale of any assets, the facilities department shall circulate a list of the items to each department director and elected official. Any department director or elected official having a use for any such items may obtain them by requesting an asset transfer.

**D. Commodities**

Certain commodities, such as gasoline and motor parts, are expensed when purchased. Any amount of the purchased commodity that is not consumed at year end will be treated as inventory assets in the annual financial reports. The finance department is responsible for determining which commodities are treated in this manner.

**X. CONTRACT REQUIREMENTS**

**A. Policy**

All purchases must be based on budgeted appropriations. Resolution 2014-003 provides the complete guidelines for County purchasing and contracts and is available on the ecoNet under the "Attorney" page.

**B. Terms and Conditions**

The attorney's office will provide guidance regarding the "terms and conditions" required for contract agreements. The attorney's page on ecoNet also provides links and documents to guide departments through the entire contract process. Attorney review is required on all draft contracts prior to obtaining vendor signature of County manager/BoCC signature. The attorney's office is the point of contact for all contract-related items.

**XI. CODE OF PROFESSIONAL ETHICS**

**A. Policy**

The finance department uses the Government Finance Officers Association "Code of Professional Ethics" for guidance in ethical matters. Specifically, the following sections are readily applicable to the finance department's ethical operations:

- Personal Standards
- Responsibility as Public Officials
- Professional Development
- Professional Integrity-Information
- Professional Integrity-Relationships
- Conflict of Interest

**B. Government Finance Officers Association "Code of Professional Ethics"**

Personal Standards

Government finance officers shall demonstrate and be dedicated to the highest ideals of honor and integrity in all public and personal relationships to merit the respect, trust, and confidence of governing officials, other public officials, employees, and of the public.

- They shall devote their time, skills, and energies to their office both independently and in cooperation with other professionals.
- They shall abide by approved professional practices and recommended standards.

Responsibility as Public Officials

\*\*The GFOA code of professional ethics offers guidelines for public officials; however, Eagle County Government public officials are governed by and abide by the statutory code of conduct found in Colorado Revised Statutes (C.R.S.) 24-18-101. For this reason, we have omitted section

II. Responsibility as Public Officials content to avoid confusion and/or contradiction within County policy.

Professional Development

Government finance officers shall be responsible for maintaining their own competence, for enhancing the competence of their colleagues, and for providing encouragement to those seeking to enter the field of government finance. Finance officers shall promote excellence in the public service.

Professional Integrity-Information

Government finance officers shall demonstrate professional integrity in the issuance and management of information.

- They shall not knowingly sign, subscribe to, or permit the issuance of any statement or report which contains any misstatement or which omits material fact.

- They shall prepare and present statements and financial information pursuant to applicable practices and guidelines.
- They shall respect and protect privileged information to which they have access by virtue of their office.
- They shall be sensitive and responsive to inquiries from the public and the media, within the framework of state or local government policy.

#### Professional Integrity-Relationships

Government finance officers shall act with honor, integrity, and virtue in all professional relationships.

- They shall exhibit loyalty and trust in the affairs and interests of the government they serve, within the confines of this Code of Ethics.
- They shall not knowingly be a party to, or condone, any illegal or improper activity.
- They shall respect the rights, responsibilities and integrity of their colleagues and other public officials with whom they work and associate.
- They shall manage all matters of personnel within the scope of their authority so that fairness and impartiality govern their decisions.
- They shall promote equal employment opportunities, and in doing so, oppose any discrimination, harassment, or other unfair practices.

#### Conflict of Interest

Government finance officers shall actively avoid the appearance of, or the fact of, conflicting interests.

- They shall discharge their duties without favor and shall refrain from engaging in any outside matters of financial or personal interest incompatible with the impartial and objective performance of their duties.
- They shall not, directly or indirectly, seek or accept personal gain which would influence, or appear to influence, the conduct of their official duties.
- They shall not use public property or resources for personal or political gain.

## XII. POLICY REVISIONS

This Financial Management Policies manual shall be reviewed by the finance director, the County manager, and the BoCC regularly and as needed and may be amended as conditions warrant. Amendments to this manual may be updated by the finance director as necessary, with approval from the County manager and the BoCC.

## XIII. INTERNET / ECONET INFORMATION POLICY

It is the policy of the finance office to update the departmental information on the [eaglecounty.us](http://eaglecounty.us) publicly-available website and the internal ecoNet website on an ongoing basis. As information becomes available, or is updated, the finance office will publish the updates on the appropriate website within three business days.

## XIV. TREASURER POLICIES

### A. Investment Policies

Investment policies are maintained by the treasurer's office and approved by the BoCC. Eagle County investment policies are designed to protect principal and eliminate the possibility of loss. The investment policies are available upon request of the treasurer.

### B. Cash Management Policy

Cash management policies are maintained by the treasurer's office and approved by the BoCC. These policies include regulations involving, but not limited to: the location of cash; daily transactions; balancing procedures; daily deposits; refunds; non-sufficient funds policy; redemption policy; security policy; and account reconciliation. The cash management policy is read and signed by each Eagle

County treasurer employee to ensure compliance. The policy is available upon request of the treasurer.

**XV. HUMAN RESOURCES POLICIES**

**A. Compensation Policies**

Compensation policies and procedures are maintained by the human resources department and approved by the BoCC. These procedures explain the determination and adjusting of employee salaries and can be found on the ecoNet. These policies and procedures are updated as needed by the human resources department.

**B. Employee Benefits**

Employee benefit policies are maintained by the human resources department and are available to County staff on the ecoNet.

**C. Recruiting and new FTE Policies**

Policies managing the recruitment of new employees and requests to fill vacant positions are maintained by the human resources department. These policies and procedures are available to all County staff on the ecoNet and are updated as needed by the human resources department.

# Glossary of Terms

Board of County Commissioners (BoCC): The three person elected body that governs Eagle County.

C.R.S.: Colorado Revised Statutes, which contains all laws enacted by the Colorado state legislature.

Capital Outlay and Leases (Expenditure): All assets acquired and owned by the county having a value of \$10,000 or more and a life expectancy of greater than one year, as well as capital leases, are considered a fixed asset by the county.

Certificates of Participation (COP): A type of financing used by governmental entities which allows an individual to buy a share of the lease revenue of an agreement made by the entity.

Charges for Services (Revenue Source): This revenue source includes all fees established by the county for licenses, permits, fines, services, applications, and other miscellaneous charges some of which are state mandated and some are county imposed. This classification includes the majority of mandated fees for revenue received by the Clerk's office for motor vehicle and Recording and the Treasurer's office for internal and external fees. The county imposed include fees for ECGTV, Building, Animal Services, ECO Transit, Airport, and Landfill to name a few.

Comprehensive Annual Financial Report (CAFR): A set of financial statements for a state, municipality or other county governmental entity that complies with the accounting requirements established by the Governmental Accounting Standards Board.

Federal Grants (Revenue Source): Grants given by an agency of the Federal government. This revenue source includes funding for Early Head Start, Human Services programs, ECO Operating and bus purchase, Airport runway and apron projects, and Public Health programs.

Full Time Equivalent (FTE): A full time equivalent employee is one that is budgeted to work 2,080 hours in a year. Less than 1.0 FTE is calculated based upon number of hours worked, so a 0.5 FTE will be budgeted to work 1,040 hours in a year.

Generally Accepted Accounting Principles (GAAP): The set of rules that encompass the details, complexities, and legalities of accounting.

Grants and Contributions Issued (Expenditure): These expenditures include contributions to United Way, Highway 6 study, monies paid to the school districts for their portion of the PILT funding, Environmental Health and Sustainable Communities for Eagle River Watershed Council, Energy Smart rebates and other related environmental issues, a donation for the I-70 interchange upgrade and payments to Roaring Fork Transit and Trails for Eagle County portions of the sales taxes collected and a donation to Walking Mountains from the Landfill fund.

Insurance Premiums and Proceeds (Revenue Source): This includes proceeds from casualty and property insurance claims and health insurance rebate revenue.

Interdepartmental Services (Expenditure): Payments for services rendered made on county department or fund to another. These expenditures would include motor pool fund charges for vehicle maintenance and replacement, departmental health insurance costs and administrative fees.

Interest Expense: This expenditure is for the interest for the Justice Center, Air Terminal Corporation Revenue Bonds, Lake Creek Village Debt and Golden Eagle Elderly Housing Corporation debt.

Interfund Transfers in (Revenue Source): Contributions from one county fund to another in support of activities of the receiving fund. This includes transfers for capital projects and funding for the public health fund.

Intergovernmental (Revenue Source): This revenue source includes Sheriff revenue received for services to towns (Minturn and Gypsum), Road and Bridge Highway Users tax, Cost Allocation Plan and Airport sales tax for fuel.

Intergovernmental Expenditures (Expenditure): Services purchased from other government agencies, normally including types of services that only government agencies provide. These would include funding for the District Attorney, dispatch services for the Sheriff's office, Walking Mountains Outdoor Movement pass through grant, Road and Bridge transfers to towns for their portion of the property taxes collected by Eagle County, Landfill surcharges to Colorado Department of Health and E911 Town of Vail communication charges..

Internal Service Fund Charges (Revenue Source): Fees that are charged to other county departments by the general fund (Administrative Fees), Motor Pool (replacement, fuel and maintenance) and health insurance costs.

Investment Earnings (Revenue Source): The Treasurer is responsible for investing all excess funds for all Eagle County funds.

Licenses, Permits, Sales and Fines (Revenue Source): These include liquor licenses, recording fees, marijuana permits and licenses, various fines for Sheriff activities, retail food establishments, wholesale/broker recycle sales and landfill.

Miscellaneous (Revenue Source): Includes all other unexpected revenue received.

Mobile Intercultural Resource Alliance (MIRA): The MIRA RV is a rolling clearinghouse for services available in Eagle County. Examples include basic health education and screenings, application support for public assistance programs, food resources, workforce development, early-childhood education coordination and physical activity programming.

Payments in Lieu of Taxes (Revenue Source): Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within Eagle County boundaries.

Principal Payments (Expenditure): This expenditure is for the COP for the Justice Center, Air Terminal Corporation Revenue Bonds, Lake Creek Village Debt and Golden Eagle Elderly Housing Corporation Debt principal payments.

Proceeds of Capital Asset Dispositions (Revenue Source): This revenue source includes monies received on all sales of county owned assets across all funds.

Property Taxes (Revenue Source): This revenue source includes all property tax collected by Eagle County. Eagle County's total mill levy is 8.499 mills which is split between several funds. Also included within this classification are any delinquent taxes collected and interest thereon and abatements issued.

Purchased Services (Expenditure): This includes all services utilized by all Eagle County departments, such as utilities, legal, security and building maintenance.

Rents and Royalties (Revenue Source): These are fees charged to tenants. The majority of these rents are charged by the housing corporations for apartment leases and charges to airlines and car rental agencies for space at the airport.

Salaries and Benefits (Expenditure): Amounts paid for personnel services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This classification also includes overtime, temporary help, taxes, employer paid retirement and health insurance.

Sales and Use Taxes (Revenue Source): This revenue source includes all sales tax collected by Eagle County through both its 1% voter approved sales tax and its 0.5% vote approved mass transit tax. It also includes

other sales and use taxes such as the county collected marijuana sales and excise taxes (approved by voters in 2017), specific ownership (motor vehicle purchases) and state collected marijuana sales taxes.

State and Local Grants (Revenue Source): These grants are primarily received to provide goods and services for Early Head Start and Public Health.

Supplies (Expenditure): This expenditure includes costs of all departments office supplies, furniture and small equipment purchases. Fuel and diesel purchases are among the largest supply line items.

Training Benefits (Expenditure): To offer educational and professional development opportunities to all Eagle County employees.

Transfers Out (Expenditure): Contributions from one county fund to another in support of activities of the receiving fund. This includes transfers for capital projects and funding for the public health fund.